

Sales Management

THE MAGAZINE OF MARKETING



All-Employee Contest Checks Capital's Seasonal Slump

From first quarter of 1952: passenger revenue rose 24%; cargo sales climbed 10%; operating loss was cut 78%.

Page 52



IHC's Pay Plans For Dealer Salesmen

Are you being short-changed on volume in local markets because dealers are short on manpower? That was International Harvester's problem.

Page 65



Bowie Cuts Turnover From 39.2% to 7.77%

This pie baker recognized the appalling cost of hiring—and firing—salesmen, and set out to spot and spike potential sources of dissatisfaction.

Page 24



"New" Ford Sets Out To Regain Sales Lead

Ford girds to beat Chevrolet in Finances, Management, Spirit and Facilities. Lawrence M. Hughes takes you behind the scenes of a fascinating, competitive race.

Page 30



Six Kinds of Door-to-Door Calls

When to use the cold call, spot call, lead method, appointment method, club plan, and route method.

Page 70



List Prices too High?

If some manufacturers say in public that Fair Trade pricing policies are just about perfect, why do many say off the record that they are antiquated?

Page 84



FIFTY CENTS

JUNE • 1 • 1953



*"House Beautiful
reaches the people who
buy...not just look", says
Vice-President of Molla, Inc.*

Mr. Otto W. Molla,
Vice-President of Molla, Inc.

FACTORY AND
GENERAL OFFICES
110 STATE STREET
WESTBURY L. I. N. Y.
WESTBURY 7-2886

SHOWROOM
171 MADISON AVENUE
NEW YORK 16, N. Y.
MURRAY HILL 9-9930

molla
INCORPORATED

Manufacturers of Cast Aluminum and Wrought Iron Furniture

171 Madison Avenue
March 4, 1953

Mr. Richard A. Hoefel, Publisher
HOUSE BEAUTIFUL Magazine
572 Madison Avenue
New York 22, New York

Dear Mr. Hoefel:

I believe you are familiar with the growth of our firm from a small, almost unknown company to a position of national importance, which we now enjoy. This growth has taken place within the past few years.

We are convinced that an important contribution to our exciting growth has been the fact that we have advertised consistently in HOUSE BEAUTIFUL.

Fortunately for us we learned early that HOUSE BEAUTIFUL reaches the people who buy; not just look. Perhaps this is because of the intelligent editorial leadership HOUSE BEAUTIFUL provides. Your editors have demonstrated time and again an ability to recognize and interpret significant social changes and long term trends. And, courageously, they report on these. Perhaps that is why HOUSE BEAUTIFUL readers react because they believe what they see in HOUSE BEAUTIFUL.

This is a superlative benefit to advertisers and the proof is to be found in my opening paragraphs.

Very sincerely,

MOLLA, INC.

Otto W. Molla
Vice - President
owm:sw

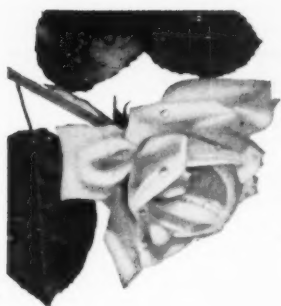
MOLLA, INC.

has mushroomed from "nowhere" to national prominence in the furniture field, in the course of a few short years. More evidence that it pays to be a regular House Beautiful advertiser!



- delivers most sales action per copy
- sells both sides of the counter

House Beautiful
572 Madison Avenue, New York 22, N. Y.



What business should know about brides

McCall's has just completed extensive research* on brides . . . knows how they live, what they buy, and why. June McCall's devotes 33 pages to them.

This is the kind of thorough, first-hand knowledge of women and their problems that has attracted over half a million more women to McCall's in the past two years.

In the second half of 1952, McCall's sold an average of 580,588 more copies per issue than in

the second half of 1950. McCall's circulation is now over 4,570,000 (1st Quarter 1953, Pub. Est.).

All this means *extra power* for McCall's advertisers . . . just as McCall's service material provides the ideal background for their products. Take advantage of it.

*McCall's put its findings in three booklets: "What Every Advertiser Should Know About Brides;" "1000 Brides;" "At Home With Young American Brides." For your free copies simply write on your letterhead to McCall's Magazine, Dept. A., 230 Park Avenue, New York 17, N. Y.

McCall's



JUNE 1, 1953



good fishing*



If you're fishing for ways and means to make your direct mail more attractive and more effective, call James Gray, Inc.

We've learned, in thirty-four years, exactly what bait your mailadvertising needs to lure more business, more sales, for you.



Best of all, you needn't cast around for service when you call James Gray, Inc. Because we are direct mail specialists, we'll attend to all the phases of any assignment . . . from the ideas that spark your sales campaign right through to final distribution. One call brings you complete facilities for lithography, printing, letter production and mailing.



Get economical, efficient service for all direct mail needs . . . get on the line to James Gray, Inc.

**Ask us how we help The Epicures' Club hook a mail selling success.*



216 East 43rd St.
New York 17, N. Y.
Murray Hill 2-9000

lettercraftsmen
lithographers
printers

Sales Management

CONTENTS, JUNE 1, 1953

ADVERTISING

Women's Magazines Show
Ad Discount Trend

Consumer magazines, by increasing numbers, offer advertisers discounts if they promise to remain ever faithful. 100

CONTESTS

All-Employee Contest Checks
Capital's Seasonal Slump

"Parade of Prizes" fight on traditional winter decline spurs sales, service savings efforts of 4,600 folks. From first quarter of 1952: Passenger revenue rose 24%. Cargo revenue climbed 10%. Operating loss was cut 78%. 52

DIRECT SELLING

Six Kinds of
Door-to-Door Sales Calls

By Norman Brucks 70

DISTRIBUTION PATTERNS

Industrial Distributors
Ripe for Robot Selling?

Self-service and vending machines are gaining in popularity in many consumer lines. How do manufacturers selling through distributors—and distributors themselves—feel about the impact of less personal service in today's merchandising? By Louis H. Brendel, Merchandising Director, James Thomas Chirug Co. 42

MANPOWER PROBLEMS

How Bowie Cut Salesmen's Turnover
From 39.2% in 1946 to 7.77% Now

First this California baker recognized the appalling cost of hiring—and firing—route salesmen. Then the sales manager began to visit each new man in his home, to talk with him about his work at the end of the first 30 days, and to enter his men in sales executive club honor award contests. By Reo Ellsworth, General Sales Manager, Bowie Pies 24

PRICING POLICIES

Are List Prices too High?

Is price cutting encouraged—and consumption decreased—by a retail markup which doesn't differentiate between the varying kinds of service offered by retailers today? Here is what readers say about the idea in the April 1 Significant Trends column 84

PRODUCT INTRODUCTION

When Rockwell said,
"Here's Deltashop . . ."

. . . the company hung up a "sold out" sign within four months. Careful market research, close departmental coordination and smart promotion launched this power tool when the do-it-yourself crowd needed it most. 94

SALES MANAGEMENT

SALES AIDS

How Failure to Meet Quota
Curbs Company Growth

Brown-Forman shows salesmen the relationship between their
work in the field and their firm's over-all success. 104

SALES MANAGEMENT

"New" Ford Sets out
To Regain Sales Lead

Ford Division is selling 6,400 dealers on "FMSF": In Finances, Management, Spirit, Facilities, they're out to beat Chevrolet. Research, training, and record advertising are at work to improve the product, to find more customers. Part II of an article in two parts.
By Lawrence M. Hughes, Special Feature Editor 30

SALESMANSHIP

Personal Salesmen:
Will Advertising Take their Place?

By Philip Salisbury, Editor, SALES MANAGEMENT 48

SALESMEN'S COMPENSATION

Harvester Gives Dealers
Practical Pay Plans for Salesmen

Are you being short-changed on volume in local markets because dealers are short on manpower? That was Harvester's problem. So they produced facts to show it pays to hire men, then offered tested ideas for workable compensation setups.
By J. H. Coats, Sales Promotion Manager, Refrigeration Sales, International Harvester Co. 65

SALES TRAINING

Veterans Train Cubs, and Everybody
Lifts His Batting Average

Minnesota Mining & Mfg. Co. is running a soup-to-nuts sales training course set up to accomplish a double-barreled objective: To get newcomers grounded in effective sales techniques, and to re-train more experienced men.
By J. S. Crockett, Sales Training Manager, Minnesota Mining & Mfg. Co. 80

SAMPLING

All About Gift-Pax: A new Idea
For Sampling Mothers

Approximately 100,000 gift packages, including a variety of products, are being distributed monthly in 1,300 hospitals. Object: To reach new mothers at a time when a new baby creates a need for new patterns in family buying.
By Alice B. Ecke 73

SELLING AS A CAREER

Looking for Salesmen?
Then You Need a Career Booklet

28

DEPARTMENTS AND SERVICES

Advertisers' Index	119	Sales Trends (Retail)	110
Comment	15	Scratch Pad	120
High Spot Cities	110	Shop Talk	78
The Human Side	8	Significant Trends	21
People and their Ideas	64	They're in the News	26
Readers' Service	108	Tools for Selling	89

Worth Writing For 118

EVERY STEP OF THE
WAY, FROM DISCOVERY
TO PURCHASE

INDUSTRIAL
EQUIPMENT NEWS

INFORMS AND
INFLUENCES



NEEDS



WANTS



FINDS



SELECTS



RECOMMENDS



REQUESTS



SPECIFIES



REQUISITIONS



BUYS

Good for
selling ...
because ...
used for buying

THOMAS PUBLISHING CO.
461 EIGHTH AVE., N. Y., N. Y.

HEINN'S Sales Tip for You...

Big Money Goes into Catalogs— Be Sure You Get Big Returns

According to one authoritative estimate, American industry last year spent nearly \$113,000,000 on catalogs—about 15% of the total for all industrial advertising. If your own catalog represents major expense, hard-headed sales sense dictates that you make it justify its cost. One sure way is to put Heinn experience on your catalog job. Thousands of other executives have done so . . . with results that prove the assertion: *lowest operational cost per unit per year.*



HEINN
MILWAUKEE

Originators of the Loose-Leaf System of Cataloging

THE HEINN COMPANY
324 W. Florida St., Milwaukee 4, Wis.

Information, please.

- | | | |
|--|--|--|
| <input type="checkbox"/> Catalog Covers | <input type="checkbox"/> Salesmen's Carry-Cases | <input type="checkbox"/> Salesmen's Binders |
| <input type="checkbox"/> Proposal Covers | <input type="checkbox"/> Price and Parts Books | <input type="checkbox"/> Plastic Tab Indexes |
| <input type="checkbox"/> Easel Presentations | <input type="checkbox"/> Acetate Envelopes | <input type="checkbox"/> Sales-Pocs |
| | <input type="checkbox"/> Sales and Instruction Manuals | |

NAME _____ TITLE _____
COMPANY _____
ADDRESS _____
CITY _____ STATE _____

Mail This Coupon



EXECUTIVE OFFICES, 386 Fourth Avenue,
New York 16, N. Y. Lexington 2-1760

EDITORIAL

EDITOR.....Philip Salisbury
MANAGING EDITOR.....A. R. Hahn
ASSOC. MANAGING EDITOR.....John H. Caldwell
SPECIAL FEATURE EDITOR.....Lawrence M. Hughes
SENIOR ASSOCIATE EDITOR.....Alice B. Eche
ASSOCIATE EDITORS.....Harry Woodward,
Philip Patterson, Lester B. Colby
CHICAGO EDITOR.....David J. Atchison
WASHINGTON EDITOR.....Jerome Shoenfeld
ROYING EDITOR.....A. G. Maserli
CONSULTING ECONOMIST.....Peter B. B. Andrews
PRODUCTION MANAGER.....Mary Camp
ASS'T. PRODUCTION MANAGERS
Aileen Weisburgh, Florence Baldassarra
EDIT. ASSISTANTS.....Judith Recht, Gladys Mandell
READERS' SERVICE BUREAU.....H. M. Howard
LIBRARIAN.....Mary Lou Martin

ADVERTISING SALES

SALES MANAGER.....John W. Hartman
SALES PROM. MGR.....Christopher Anderson
ASS'T. PROM. MGR.....Madeleine Roark
PRODUCTION MANAGER.....Nancy Bucklev
ASS'T. PROD. MGR.....Ellen Knauft
FIELD MANAGERS

NEW YORK 16, N. Y. (386 Fourth Avenue;
Lexington 2-1760): Merrill V. Read, W. E.
Dunsby, Wm. McClenaghan, Randy Brown,
Jr.

CHICAGO 1, ILL. (333 N. Michigan Avenue;
State 2-1266): C. E. Loveloy, Jr., W. J.
Carmichael.

SANTA BARBARA, CALIF. (15 East de la
Guerra, P. O. Box 419, Santa Barbara
23612): Warwick S. Carpenter.

SUBSCRIPTIONS

DIRECTOR.....R. E. Smallwood
SUBSCRIPTION MANAGER.....C. V. Kohl
\$8.00 a year; Canada, \$9.00; Foreign \$10.00

SALES MEETINGS

(quarterly, Part II of SALES MANAGEMENT);
editorial and production offices: 1200 Land Title
Bldg., Philadelphia 10, Pa.

OFFICERS

PRESIDENT AND PUBLISHER.....Raymond Bill
GENERAL MANAGER.....Philip Salisbury
SALES MANAGER.....John W. Hartman
TREASURER.....Edward Lyman Bill
VICE-PRESIDENTS.....C. E. Loveloy, Jr.,
Merrill V. Read, W. E. Dunsby, R. E. Smallwood

SALES MANAGEMENT, with which is incorporated PROGRESS, is published semi-monthly on the first and fifteenth except in May and November when it is published on the first, tenth and twentieth. Affiliated with Bill Brothers Publishing Corp. Publication (printing) offices: 34 North Crystal St., East Stroudsburg, Pa. Address mail to New York office. Entered as second class matter May 27, 1942 at the Post Office, East Stroudsburg, Pa., under the act of March 3, 1879. Copyright June 1, 1953 by Sales Management, Inc.

Member



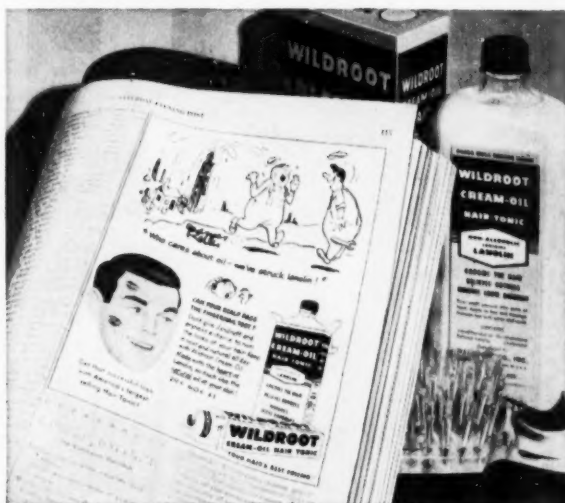
June 1, 1953 Volume 70 No. 12

BBDO Newsletter

- ① The American Way
- ② Top Tonic
- ③ Roadside Stoppers
- ④ Clean Look



① Local dealers pitch in with enthusiastic promotional support when Lucky Strike's traveling concert show, *The American Way* (Thursdays, CBS Radio), comes to town. Featuring Horace Heidt and his orchestra, this half-hour program gives young talent a chance for national recognition and further appearances. Sponsorship of concerts by local organizations also gains good will.



② These quarter-page spots get exceptional results for Wildroot Cream-Oil Hair Tonic. Studies show that the ads, in over 50 national magazines, have readership rivaling full pages. Every cartoon is a sales point for the product. Short copy on the "Fingernail Test" continues a theme that helped raise Wildroot, BBDO Buffalo client, to the Number One position in the hair- tonic field.



③ This bright, new campaign for The California Oil Company gets motorists' attention—and gasoline purchases—with impressive, colorful 24-sheets. Ads identify Calso as the "High Road Octane" gasoline, stress the meaning and benefits of High Road Octane. The large-scale promotion gets support from point-of-sale aids, and space, radio and television advertising.



④ Dramatic simplicity spotlights the product in this current two-color campaign for Tek 29¢ tooth brushes, a product of Tek Hughes, Division of Johnson & Johnson. Pointing up striking features of the new Tek, this announcement ad indicates the clean technique to be employed in subsequent ads. Headline makes direct sales point: "Get a new Tek—29¢ . . . No better brush at any price."

BATTEN, BARTON, DURSTINE & OSBORN, INC. Advertising

NEW YORK • BOSTON • BUFFALO • CHICAGO • CLEVELAND • PITTSBURGH • MINNEAPOLIS • SAN FRANCISCO • HOLLYWOOD • LOS ANGELES • DETROIT



some spots are better

For the best spot, at the right time, at the right place



than others

Team up with Spot TV to catch a bigger share of summer sales.

The 9 television stations represented by NBC Spot Sales are in Big League TV markets (11,500,000 TV homes) . . . and the audience will be bigger by mid-summer (12,000,000 TV homes). And since TV set sales are on the increase, summer TV advertisers will actually average larger audiences than they did last winter!

To cover the field, ask your NBC Spot Television Salesman to help you plan a sales-stimulating summer schedule now.

A few summer boom products: Soft drink sales are up 47% . . . cake soap up 14% . . . tea up 22% . . . dry cereal up 17% . . . air conditioners up 445% . . . freezers up 117% . . . refrigerators up 91% . . . portable fans up 500%.



SPOT SALES

30 Rockefeller Plaza, New York 20, N. Y.

Chicago Cleveland Washington San Francisco

Los Angeles Charlotte Atlanta* *Bomar Lowrance Associates

representing

TELEVISION STATIONS:



WNSW Washington
KPTV Portland, Ore.
WRGB Schenectady-Albany-Troy
WNBT New York
WNBQ Chicago
KNBH Los Angeles
WPTZ Philadelphia
WBZ-TV Boston
WNEK Cleveland

representing

RADIO STATIONS:



WNBC New York
WMAQ Chicago
WTAM Cleveland
KNBC San Francisco
WRC Washington

TWA AWARD FOR 1952

*(distinguished
presentation of
aviation news in
the swift emerging
aviation center of
America)*

NEWARK NEWS

*always BETTER
getting BIGGER*

Newark 1, New Jersey
or
O'Mara and Ormsbee, Inc.

The Human Side

Let 'Em Drink Milk

The milk of human kindness is flowing, in San Francisco, at the rate of 18-cents a week, multiplied by X-number of kids who like baseball. George Christopher, owner of Christopher Dairy Farms, distributes milk wholesale. He's staking a lot of local kids to baseball games through an organization he calls Christopher Milk Junior Baseball Club. Any child can belong to this year-old organization. And it costs Mr. C. 18-cents a week for each junior baseball fan to see two games each every week.

It works like this: Junior learns that free tickets to baseball games are being passed out. He hies him to the nearest grocer for an application blank. Junior then takes the application to his parents who, in turn, endorse it to indicate that permission is granted for Junior to attend the games. The application is mailed to the milk company's offices.

As fast as possible, understanding how impatient baseball fans can be, Christopher mails back a fancy membership certificate and a scrip book of tickets, good for 14 weeks. The certificate is the kind of thing that elicits a throaty "Oh Boy!" from the bat-carrying set. It's printed in blue and gold on white, certifies that the bearer is a member of the Club and is entitled to all rights and privileges appertaining thereto. Alternate corners of the certificate are graced with baseballs—and Christopher milk cartons. Below that is the slogan (appearing on all the dairy's literature, advertising and trucks): "Christopher Milk—The Builder of Champions."

The ticket book gets in its promotional licks, too. It carries the same symbols and slogan plus a reminder: "Watch the Seals play ball! And always ask your grocer for Christopher Milk." The reminder is repeated on the inside cover after instructions on how to use the membership book.



MILK DRINKERS ALL . . . There are probably easier ways to get milk haters back on the bottle but we don't know of any: Not if they're kids, like these, and ball fans! That's Christopher with them.

Answer to an Advertiser's Dream

these millions with BUY on their minds!



WHEN the members of 3¼-million families pick up their copies of Better Homes & Gardens, they immediately slip into the kind of buying mood that advertisers dream about.

This buying mood is created by the very nature of BH&G. Every page of every issue features practical suggestions on how readers can make their homes and their lives better and more enjoyable—so it's natural that BH&G families are interested in products that can help them achieve this.

The result is an audience that always reads *both* editorial and advertising—with BUY on their minds.

BH&G BUYOLOGICAL BRIEFS

- **Response.** Proof that BH&G is the hardest-worked and hardest-working magazine, stems from the fact that BH&G contains more advertisers seeking inquiries than any other major magazine.
- **Christmas buying.** 3,080,000 BH&G families bought Christmas gifts for their homes in 1952.
- **Circulation gains.** For 28 of the past 30 years, BH&G has shown an increase in total circulation—and it is now at a new high—3¼-million.

MEREDITH PUBLISHING COMPANY, Des Moines, Iowa

Serving 3¼-million families—
screened for the
BUY ON THEIR MINDS!

Better Homes and Gardens

Serving more than 3,700,000 families
June 1953 • 25¢ • 16 1/2" x 11 1/2"

Have You Something to **SELL** to the OIL INDUSTRY

There's a \$2 billion a year market for equipment and services in the gigantic petroleum industry. Do your products have a place here?

The oil Producing-Pipe Line Industry uses everything from 5c bolts to \$500,000 drilling rigs. Don't overlook the remarkable sales possibilities in this lucrative market.

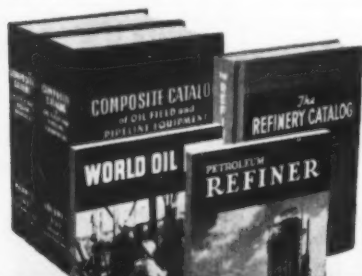
The oil Refining-Natural Gasoline-Petrochemical Industry requires everything from \$1.00 paint to \$1 million processing units. Capacity has increased 51.2% since WORLD WAR II. Just the maintenance expenses in U. S. average \$700,000 daily.

DO YOU HAVE A MARKET IN THE PETROLEUM INDUSTRY?

The world's largest oil industry publishers can tell you if your product has an outlet here. Gulf publications reach more than 90% of the key buying men. Annual Gulf reports give sales help information that spots purchasing power at all job levels.

NEW 1953 Market Data Books are now available . . . one for oil producing, one for oil refining. These valuable sales tools give latest information on how, where and what to sell to these specialized industrial markets. Sales approaches, equipment, services, are described.

Let us help you determine your potential share of oil industry business. Write today on your letterhead for your free copies of these helpful market data books. Address Dept. SM, Gulf Publishing Co., P. O. Box 2608, Houston 1, Texas.



THE
GULF PUBLISHING CO.
THE WORLD'S LARGEST
OIL INDUSTRY PUBLISHERS
P. O. BOX 2608 • HOUSTON 1, TEXAS

With the certificate and the scrip book, the young Baseball Club member receives a letter signed by the president of the dairy. The letter welcomes him, repeats a few instructions, adds that if parents approve, the dairy will forward one more scrip book so that he may attend a third game each week. "But parents' permission, as in everything else you do, is necessary." The new member is reminded to "obey the bylaws of the organization and follow the health suggestions the Club advocates for its members"—one of which, of course, is to drink milk.

The bylaws of the Club are simple:

- "1. Obey my parents and teachers.
2. Practice good sportsmanship at all times.
3. Keep myself physically fit, mentally alert, morally strong."

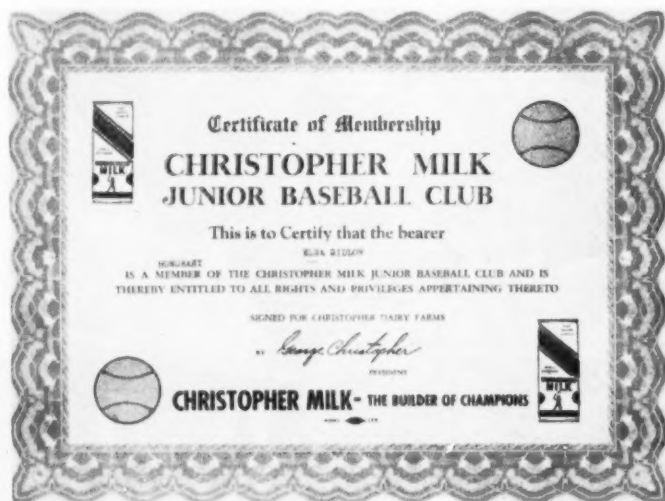
The member must sign these where they appear on the inside front cover of the book of tickets.

All the tickets presented at the stadium are gathered by the management and forwarded to Christopher, who reimburses the stadium.

A smart aspect of the idea is that grocers are not required, or even asked, to stock Christopher's milk in order to receive supplies of application blanks for membership in the Club. The dairyman believes that would be out of keeping with the spirit of the program. Any grocer anywhere in the city may have the blanks. Of course, if youngsters ask, "Where's your Christopher milk?"—well, that's between the dealer and the boy.

The Junior Baseball Club is backed up by the dairy with spots in stores, on outdoor posters, in newspaper advertising, and in posters on the Christopher trucks. It is getting plenty of local publicity. Some too is coming through the grocers. Many send out weekly bulletins on their specials. The dairyman learned that free advertising on his Club was being included by the grocers in this material, with invitations to come to their stores for application blanks.

The Patron Saint of young baseball fans, who loves to see youngsters enjoy themselves, says he expects no direct return from the venture. At 18-cents per child per week, he points out—and a profit of only ¼ of a cent per quart of milk—the youngster would have to drink 72 quarts per week for the dairy to break even on the expenditure for the tickets alone.



A CERTIFICATE, YET . . . George Christopher, who has a stadium-full of San Francisco kids begging for milk, sends members of his club this fancy looking certificate. His milk business is outgrowing his plant.

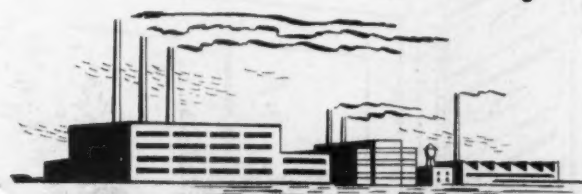
EXPANDING MARKETS CALL FOR MORE



Capital

Capital Airlines has become a vital transportation facility because for 26 years its primary interest has always been the development of volume inter-city business.

Better, faster, more flexible service is Capital's pledge toward continued regional development. It goes without saying — expanding markets call for more Capital.



NEW ORLEANS

Capital

AIRLINES

Over 500 flights daily serving
the Heart of Industrial America

General Offices: Washington 1, D.C.

To benefit our advertisers



we cater to our readers...

Editorial excellence is underlined in Chilton's creed of good publishing. And in keeping faith with our readers, we keep faith with our advertisers.

To sustain reader interest in Chilton publications, individual editors spend many an hour in personal search for facts, figures, and news vital to our readers. This "leg work" adds up to almost three-quarters of a million miles of travel each year. To make the most of what they learn, all chief Chilton editors regularly meet in the unique Chilton Editorial Board for the free interchange of ideas on how better to serve our readers.

Readers *know* they find what they want in Chilton publications; *know* it is both authentic and timely. The maintenance of this editorial excellence is the reason behind sustained reader interest in Chilton publications—the reason so many advertisers find Chilton publications the ideal atmosphere for advertising their products and services.

NBP


**CHILTON
COMPANY**
(INCORPORATED)

Chestnut and 56th Streets
Philadelphia 39, Pa.

100 E. 42nd Street
New York 17, N. Y.

THE IRON AGE • HARDWARE AGE • MOTOR AGE • COMMERCIAL CAR JOURNAL
HARDWARE WORLD • DEPARTMENT STORE ECONOMIST • BOOT & SHOE RECORDER
THE OPTICAL JOURNAL AND REVIEW OF OPTOMETRY • THE JEWELERS' CIRCULAR-KEystone
AUTOMOTIVE INDUSTRIES • THE SPECTATOR • DISTRIBUTION AGE



What makes a newspaper great?

"PLEASE LADY...GO START
A FIRE OF YOUR OWN!"



Fearless Flanagan is the name. And if you're looking for something extra fresh and colorful in the way of news coverage for your next beauty contest or 4-alarm fire, better brace yourself and stand well back when the Minneapolis Star and Tribune spring Flanagan loose on the assignment.

A story by-lined "Barbara Flanagan" is not always a triumph of objectivity. Miss Flanagan has a propensity for catapulting herself into the middle of the event she is reporting, an unusual talent which

has earned her fame as a practitioner of the "I-was-there-when-the-roof-fell-in" school of journalism.

Assigned to cover the Minneapolis Aquatennial Parade, she donned grease-paint and flapping shoes to join the cavorting Aqua Jester clowns in the long march before 100,000 spectators; then straight-facedly and sore-footedly reported to a delighted Upper Midwest audience what a parade looks like from the inside out.

Again, she became a Salvation Army girl for a day, standing with bell and poke-bonnet on a freezing downtown street-corner. Her first-person report on cold feet, stiff fingers and runny nose warmed warm-hearted readers into unprecedented generosity for the Army's worthy cause.

Some of Flanagan's escapades are strictly out of the movies. On one European writing assignment in Stockholm, she wriggled into the confidence of a Russian Embassy attache while they shared a casual rumba. Her aqueous interview with

former U.N. Representative Dr. Ralph Bunche was achieved by bellying questions at the good doctor across a stretch of open water at a Minnesota lake resort.

Sometimes starry-eyed, always entertaining, Miss Flanagan's own approach to the news puts her stories among the feature highlights in the Upper Midwest's best-read newspapers. She is typical of Minneapolis Star and Tribune news staff members, whose leavening of fresh, lively entertainment and human appeal keep reader interest soaring among the largest newspaper audience in the Upper Midwest.

Minneapolis
Star and Tribune
EVENING MORNING & SUNDAY
620,000 SUNDAY • 485,000 DAILY

JOHN COWLES, President

SALES MANAGEMENT

COMMENT

Battle Fatigue: Industry's Problem, Too

We see in *The Wall Street Journal* a minor memo that the CIO-PAC is keeping a record of the amount of time Ike spends playing golf during what it deems normal working hours.

With the pressures on our Chief Executive what they are, Ike's physician has our blessing if he chooses to *order* his charge to the fairways not less than once a week. A human being who is brain-fagged and body-weary cannot effectively cope with the responsibilities of the biggest job in the world. Ike's health, in a very real sense, is a matter of national and international interest.

In the business world many of us have been deeply shocked at the current mortality rate among executives in the 45-60 age bracket. We are beginning to realize that the demands we make of men in key executive posts are such that we are "burning out" our management talent.

What can we do about it? At least three things. We can insist on routine yearly or twice-yearly physical examinations for our executives. We can recognize the need, on their part, for two vacations every year . . . and we feel that the company that says it can't afford it just isn't being realistic. Finally, we'd like to see some recognition of the psychological needs of men in big jobs. Our most practical psychologists have pointed out time and time again that a management man in a big job is essentially a lonely man . . . in the sense that he is expected to be self-sufficient at all times, to carry the burdens of dozens and hundreds of others, to maintain his grip in the face of provocation, misadventure and disaster. His pride usually prevents him from "talking out" his troubles with his family, his associates, and his superiors. The result is that he develops his own peculiar feeling of insecurity. From there on it isn't far to ulcers and thrombosis.

Just about every corporation in the country ought to set aside some time, in each board meeting, for a discussion of conservation of assets in the form of talented and experienced men at the management levels. In the long run, they're more important than a fine-tooth-combing of the most recent auditor's statement.

A Not-So-Brash Young Man

Casey Stengel, like any other top executive, has his problems and welcomes solutions. But his reputation is enough to awe any rookie. The manager of the world's champion New York Yankees is both a fabulous practical joker and a tough leader of men who are good—and know it. But today Stengel is glad that at least one rookie was not cowed by his eminence or unnerved at the thought of trying to sell him.

Four years ago a young man had an idea, and he backed it with a telephone call to Stengel's office in New York. Paul Krichell, veteran Yankee scout, took the call. Milton Gross in the *New York Post* reports the conversation:

“Our test schedule proved highly successful and made a strong contribution to our sales.”

AIR AMERICA,
New York, N.Y.

SEND FOR new Market Data Book—it's yours for the asking.

ARMY TIMES
AIR FORCE TIMES
(Members: Audit Bureau of Circulations)
NAVY TIMES

HOME OFFICE:
3132 M St., N.W. WASHINGTON 7, D. C.
BRANCH OFFICES:
NEW YORK • CHICAGO • LOS ANGELES
TOKYO • LONDON • FRANKFORT

“T” is for Teacher



and her "leadership" isn't measured by polls

It's impossible to measure the "leadership" potential of 866,000 readers of State Teachers Magazines. These readers are in daily contact with 26,000,000 school kids who listen intently to what teacher says, and then carry impressions into 10,000,000 homes.

Among the many things that "teacher says" are gleanings from her own State Teachers Magazine. An advertising message by your company, business, or association in State Teachers Magazines can reach these eager teachers. Scores of advertisers will testify their messages have been successfully delivered to a responsive audience.

For full information on how any one, or all 44 State Teachers Magazines can benefit you, write Miss Georgia C. Rawson, Executive Vice-President, State Teachers Magazines, Inc., 309 N. Michigan Ave., Chicago 1, Ill.

State
TEACHERS
Magazines

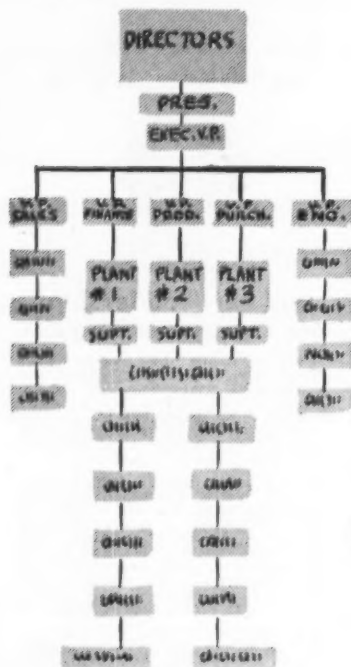


7 When one man
ran the company...

...communication
was a cinch

You walked in to see him—told him your story—and his “yes” or “no” decided things in a hurry.

That was before the days of mass production. Now the man at the roll top desk is only a memory...and a dusty one at that. His counterpart today is the management chart—indicative of the group that participates in running a plant.



here's
why
communication
is a
problem
today!

Decisions are made and influenced at many different points in this complicated structure of management, production, engineering, sales and purchasing men. Limited time reduces the salesman's direct communication to a few so-called key men in each company.

That brings up a problem that concerns alert management in every company. How to increase the effectiveness of those important and expensive personal sales calls—and how to communicate regularly with the behind-the-scenes influences who have a part in each "yes" or "no."

Mass-communication intelligently and adequately used is the answer. Your advertising agency is experienced in the methods of mass-communication to industry. Check with them to make sure you are reaching *all* the functions with a voice in the selection of *your* products. Check, too, to make sure that your advertising job has kept pace with the tremendous growth of the markets you are trying to sell. We'll be glad to help, too, with market and coverage data on any of our publications, based on Penton's Continuing Census.

THE PENTON PUBLISHING COMPANY
PENTON BUILDING • CLEVELAND 13, OHIO



"That was a left-handed kid named Ford," the scout said to Stengel, "we are pitching in Binghamton. He asked me to give you a message. He says their season is over and if you bring him up now he'll do anything. He says he'll pitch batting practice, but if you give him a chance maybe he can help clinch the pennant."

"The kid's got nerve," Casey said, "but what about his ability?"

"He's got that, too," said Krichell. "He had a 1.61 earned run average this year."

"There's three leagues between him and us," Casey said.

The rookie: Whitey Ford.

Whitey Ford made the sale and he has made it stick. And no one is happier that he tried than Casey Stengel and the owners of the Yankees. Ford has helped the Yankees to continue to be champions.

How many rookie salesmen with ability—but lacking the nerve to make a call to the top—stay in the bush leagues?

Too Many Complaints

In the warm glow over rising sales we must remember to take a look at business activities which cause our customers and prospects to raise questions about some of us.

Last year, in a report just issued, the 97 Better Business Bureaus set a new mark for complaints received. The BBB processed 1,670,667 queries—the most in the Bureaus' 40-year history.

Seventy-five percent of these requests were for information about the reliability of companies, products, services and individuals; 25% were in the nature of complaints. People were disturbed about these:

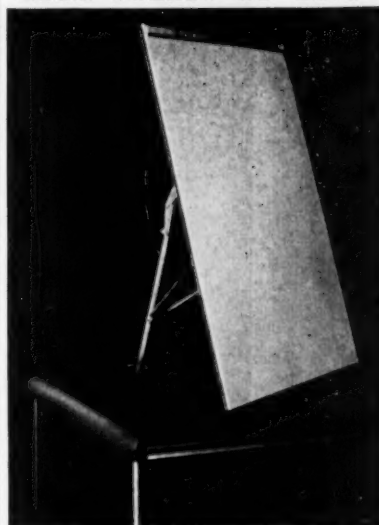
10 Top Inquiries and Complaints

Group	Inquiries and Complaints	% of Total
1. Solicitations	118,450	7.1%
2. Home appliances	93,991	5.6
3. Insurance (all lines)	93,559	5.6
4. Construction	93,056	5.6
5. Automotive	85,038	5.1
6. Television	84,202	5.0
7. Photographers	53,127	3.2
8. Magazine subscriptions	51,457	3.1
9. Furniture — rugs	47,280	2.8
10. Dry cleaners	42,435	2.5
Totals	762,595	45.6%
All others	908,072	54.4
Grand Totals	1,670,667	100.0%

Queries and complaints about home appliances jumped to second place in 1952 from sixth place in 1951. Insidious "bait" advertising continues largely uncurbed. The BBB blames it on apathy by some brand manufacturers, media's failure to recognize that responsibility goes beyond checking of copy; circumvention of written advertising by "baiters," and the public's susceptibility to "bait" advertising based on ignorance of the dangers.

All of us in marketing should be disturbed by the increased number of complaints. Sellers who shade the truth are trading upon the good will built up by ethical concerns.

LOOK FOLKS! NO LEGS!



This new TABLE MODEL All Purpose Portable Easel folds about half the size of its big leggy brother and weighs only 11 lbs. Thus it is much easier to carry. All aluminum, of course, and designed for use as a Whiteboard with the large paper pads. But this new, ingenious easel is also ideal for use with turn-over or cardboard charts. Truly a wonderful product.

ORAVISUAL CO. INC. 68 Jackson St.
Stamford, Conn.
Write for descriptive circular

We publish two good newspapers
... they are read by everybody
in and around Louisville

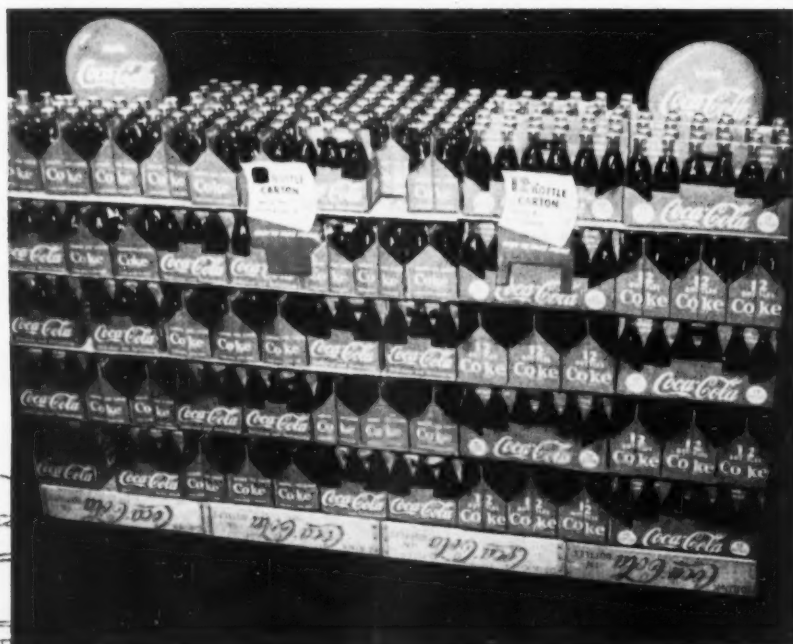
We sell advertising space at
reasonable rates.
It produces sales.

The Courier-Journal
THE LOUISVILLE TIMES

Owners and operators of
Station WHAS and Station WHAS TV
372,946 DAILY • 301,686 SUNDAY
REPRESENTED NATIONALLY BY THE BRANHAM CO.

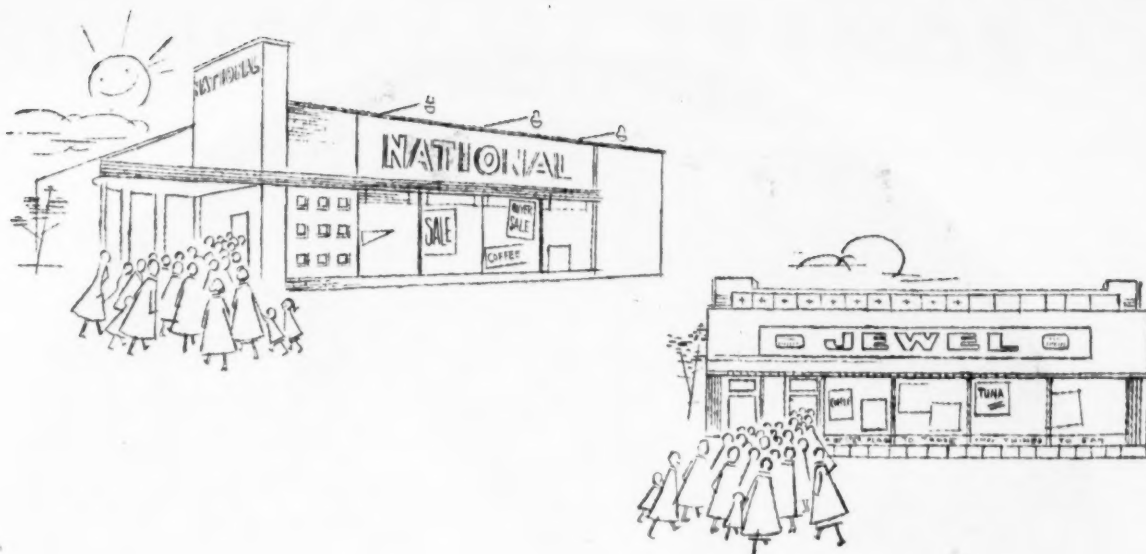


you're on display



*Chain Lightning is also available in Cleveland, San Francisco and New York

SALES MANAGEMENT



in Chicago...

in 771 food stores when you use **WMAQ CHAIN LIGHTNING!**

WMAQ CHAIN LIGHTNING is Radio that *sells on sight!*

It assures delivery of point-of-sale displays to qualified WMAQ advertisers, in food stores controlling 875 million dollars in foods sales annually . . . including 50% of the food sales in Metropolitan Chicago.

When you buy WMAQ CHAIN LIGHTNING, you use the power of the leading Radio station in the Chicago marketing area. Power that moves your goods from special displays in 303 A&P Stores, 310 National Food Stores and 158 Jewel Food Stores.

For information on the most successful radio merchandising program in Chicago*, call WMAQ Chicago or NBC Spot Sales.



Merchandise Mart, Chicago 54, Ill.



SPOT SALES

30 Rockefeller Plaza, New York 20, N. Y.

Chicago Cleveland Washington San Francisco

Los Angeles Charlotte† Atlanta† †Bomar Lowrance Associates



In Philadelphia nearly everybody reads The Bulletin

Evening and Sunday

ADVERTISING OFFICES: Philadelphia, Filbert and Juniper Streets • New York, 285 Madison Avenue
National Advertising Representatives: Sawyer Ferguson Walker Company • Chicago • Detroit • Atlanta • Los Angeles • San Francisco

SIGNIFICANT TRENDS

As seen by the Editor of Sales Management for the period ending June 1, 1953

CAN BUSINESSMEN STOP A SLUMP?

The various services, confidential letters, business polls and the like continue to agree that we are at the peak of the boom and that a recession of minor proportions is about to overtake us.

When in the past there has been such uniformity of opinion the records show that the oracles usually made a bum guess.

The more widely advertised a coming slump is, the more likely it is that alert businessmen and government officials will do something about it.

The thought of a recession has been discussed in high Washington circles and among expected moves is a reversal of the "hard money" policy and, perhaps, an impassioned appeal to businessmen to fight a slump by maintaining production and employment.

The theory is that the business community as a whole knows that if the Eisenhower administration fails, business will not soon again achieve a position of leadership and influence in Washington. We seem to remember that Mr. Hoover tried such an appeal in the last year of his administration—and got absolutely nowhere.

After all, what business has to consider are such tangibles as the fact that from the beginning of 1946 to the end of February 1953, more than 29 million refrigerators were produced, 26 million washers, 22 million vacuum cleaners, 5 million freezers, etc.

Selling—and only selling—can maintain production and employment.

SALES CONTROLS G-E DESIGN

In a talk before a financial group in Chicago recently, Clarence H. Linder, vice-president and general manager, Major Appliance Division, General Electric Co., tells why that corporation makes planning of the product *primarily* a marketing responsibility.

"We have widened the scope of Marketing responsibility and authority. For example, Product Planning—that most critical of operations—is now primarily a Marketing responsibility. In moving Product Planning into the Marketing province we knew we were, in a sense, defying tradition. As a rule, such activities are primarily in the domain of the design engineers. We all know of many instances where brilliantly engineered products did not adequately reflect the need at the market place.

"Our Product Planning takes a new approach. The first step is to find out what the consumer wants in features, service, appearance, and price. Then we decide what we will be satisfied with in the way of quality, improved technology, standardization between models, and sales volume. If the planning has been good, the line will sell. With this approach, we do not set ourselves up as arbiters of public taste and preference.

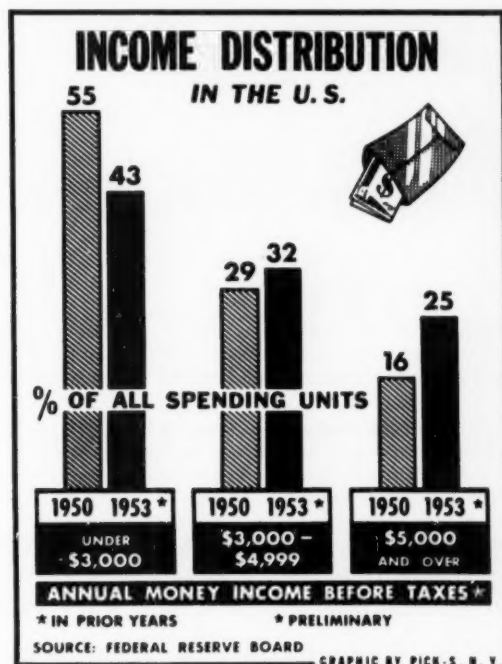
"In addition to its Product Planning responsibilities, Marketing is organized to keep a finger on the pulse of the market and relate production with retail sales, to provide an advertising program, to provide merchandising plans, to provide promotions, to appraise constantly distribution structure and performance, and to act as a channel of communications with distribution."

Since we definitely are getting deeper and deeper into a period when inventories—both corporate and personal—are heavy, the buyer can be in the driver's seat in demanding what is most wanted in "feature, service, appearance and price." The sales department is in the best position to find out what the public wants, or in other words, *what will sell*. Then, as pointed out in the G-E example, *proper co-ordination* between the sales department and other divisions of the business should result in a more salable product, at a satisfactory profit.

COULD SAVINGS CUSHION RECESSION?

To go back a moment to the threat of a possible tapering off in business. Does the average family have enough put away in liquid savings so that it could spend considerably more right now if willing? Does it have enough to continue spending at a high level if the pay check stopped? Could it, with reasonable safety, get deeper into short-term debt?

There's plenty of disagreement on the answers to such



questions. Henry H. Heimann, executive vice-president of the National Association of Credit Men, believes that the loan volume in many fields is "dangerously high," says that present lending is based on the belief that business activity will stay high, and forecasts a slight downward readjustment in the business level.

Arno H. Johnson, vice-president of J. Walter Thompson Co., New York City, has diagnosed the economics of our citizens for years and believes that consumer credit can safely expand 75% to a total of about \$42 billion. He thinks that such an expansion would not be out of line with the present national level of discretionary spending power. In relation to this amount of personal income remaining after taxes, and after purchasing at present prices the food, clothing and shelter needed to provide a standard of living equal to the 1940 average, the amount of consumer credit outstanding has dropped from 31% in 1940, to 18% in 1953 and "to reach even the 1940 relationship of 31% would indicate a possible \$18 billion expansion in consumer credit without over-extension."

Whether the so-called average family has real resources in the form of liquid savings, and whether it can safely go into debt by another 75% depends to a considerable extent on the evenness of distribution of current savings and current debt. *The Wall Street Journal* has been interviewing bankers on the subject and finds them skeptical about the savings of average consumers, in general. They report that the big savings are made by people in upper income brackets and not by the average family.

Personal savings during 1952 were the highest in the postwar period. The \$18 billion, however, was only about 6% of personal income before taxes.

Relatively few banks have breakdowns in the number of accounts in different-size brackets. An exception is the Bowery Savings Bank, New York City, which has over \$1 billion in deposits. In that bank 46% of the accounts are of less than \$500—and account for less than 5% of total deposits. In contrast, the 32% of accounts of \$2,000 or more hold about 82% of total deposits.

HOW WEALTHY ARE WE?

If you can stand a few more statistics, here are a few of real value from the National Industrial Conference Board.

Holdings of such consumer assets as cash, homes, business interests and insurance exceed \$800 billion, with offsetting debts at about one-eighth of that figure.

Half of the families in the country have a net worth of \$7,500 or more. One-sixth of all families own more than \$30,000 in net assets. Fewer than a tenth of all families have more debts than assets.

Owned homes have a market value in excess of \$200 billion, and after subtracting mortgages the equity is three-fourths of that amount.

Family automobiles are valued at \$35 billion net, while home appliances add another \$15 billion.

"US UNCULTURED AMERICANS"

At the 35th annual meeting of the American Association of Advertising Agencies, Vergil D. Reed, vice-president, J. Walter Thompson Co., hit back at those here and abroad who are ignorant of our vast cultural contributions—but he also accused American business of doing a miserable job in selling those contributions both here and abroad.

What's the connection between business and culture? It's just this—that some people dislike doing business with those who seem to worship only Mammon. All over the world we are envied—if not hated—because we are the haves and the others, relatively speaking, are the have-nots. As Vergil Reed points out, our non-material gifts, though they are vast and varied, are so little known abroad that we are considered uncouth, uncultured, blatant, bragging materialists. Those who say that we have given little of culture to the world speak from ignorance—pure ignorance in most cases, but bitterly spiteful in many.

"We advertising and selling men have not done the job we should have done in selling Americans the advantages—both to them and to us—of the finer side of better living. In fact it seems to me we've been guilty of underestimating our present cultural level and the ease with which we can lift it higher. There will be, in my opinion, vast social as well as economic rewards in the lifting. These rewards will extend far beyond our national boundaries and, most important of them all may be our own national survival. . . Higher cultural attainments of our people create new and more varied demands for goods and services. There is a definite community of interests between business and higher esthetic culture."

What few Americans realize—and what practically no one abroad realizes—is that despite oft repeated and frequently just criticism of our radio and television programs, they've been largely responsible for the spread of fine music: that the New York Philharmonic now reaches 2,864,000 homes weekly; that more people hear it on a single Sunday than could have heard it in Carnegie Hall in 110 years!

"Much as we love baseball, it will astonish many to know that last year paid admissions to hear serious music exceeded the gate receipts of our baseball stadiums by \$5 million. Last year over 30 million paid admission to hear good music. . . The sale of classical records last year reached \$60 million. They were 24% of all record sales, and two symphonies were among the 10 best sellers.

"In the United States less than one third of boys and girls 16-17 years of age are *not* attending school, while in England less than one third in the same age group *are* attending school. . . About 20% of American youth of college age go to college for at least a year while the highest comparable figure in other English-speaking countries is about 7%. . . More Negro youth go to college proportionately here than white youth in Europe. More Negroes earn bachelor degrees in the United States than are awarded to all candidates in Great Britain."

If you are interested in other aspects of our cultural growth, ask Dr. Reed for a copy of "Us Uncultured Americans." His address is c/o J. Walter Thompson Co., 420 Lexington Avenue, New York 17, N.Y.

PHILIP SALISBURY
Editor

SALES MANAGEMENT



He's Getting Results . . . Are You?

Together with more than 300 other AVIATION AGE advertisers, this man is getting visible results from his advertising . . . more sales leads, nine times out of ten, than from all other aviation magazines combined.

In 1953, AVIATION AGE relayed to manufacturers more than 93,000 inquiries from *technical-management* men in all fields of aviation . . . 93,000 requests for help . . . 93,000 opportunities to land a contract.

If your advertising is already reaching the more than 30,000 *technical-management* readers of AVIATION AGE, ask your sales department to show you their record of

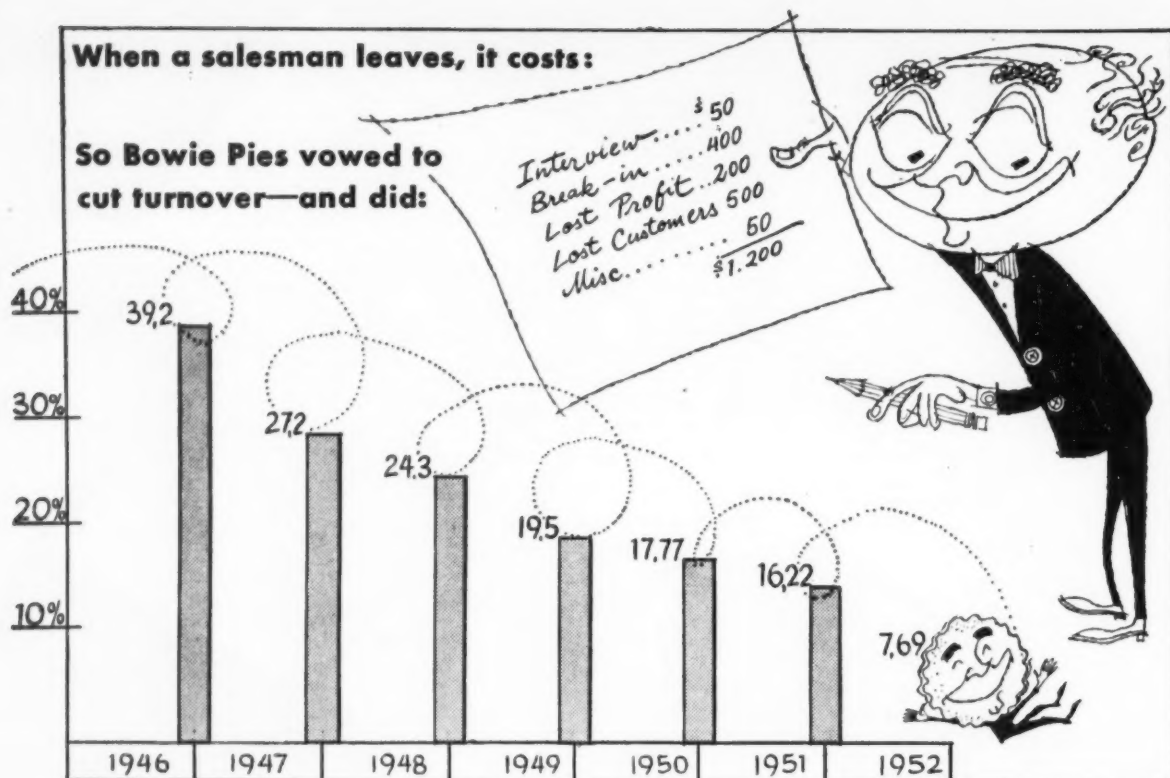
inquiries produced. If you are not now in AVIATION AGE, call your local AVIATION AGE representative. He'll be glad to show you the results your competitor is getting from AVIATION AGE.

To get *results* in the aviation market, tell your product story in AVIATION AGE . . .

AVIATION'S TECHNICAL MAGAZINE

A CONOVER-MAST PUBLICATION
205 EAST 42ND STREET
NEW YORK 17, N. Y.





How Bowie Cut Salesmen's Turnover From 39.2% in 1946 to 7.77% Now

First this California baker recognized the appalling cost of hiring—and firing—route salesmen. Then the sales manager began to visit each new man in his home, to talk with him about his work at the end of the first 30 days, and to enter his men in sales executive club honor award contests.

**As told to Nat & Eleanor Wood
 BY REO ELLSWORTH,
 General Sales Manager, Bowie Pies**

We spend valuable time in sales meetings at Bowie Pies, Los Angeles, impressing salesmen with the value of the sale lost. We ask them, "How much did it cost you to lose that last sale?" We might ask ourselves, however, "how much did it cost us to lose that last salesman?"

The problem of figuring turnover costs is more complicated than most sales executives realize. At Bowie, we recognized the problem, attacked it, and came up with some effective results: Turnover of salesmen in seven years has been reduced from 39.2% in 1946, to 7.77% in 1952.

Average turnover in the seven-year period was 20.3%. We hope to maintain this improvement.

Emphasis at Bowie, which operates from Los Angeles and serves Southern California, is placed on careful selection and training—factors which have materially reduced the cost of sales supervision. Our force of 90 driver-salesmen and eight supervisors are so trained that each is his own sales manager. Each must handle such problems as route patterns, delivery timing, new customer starts.

Every incidental expense involved in the change from one salesman to another is a turnover cost. Interviewing prospective salesmen is a legitimate cost of turnover, and is seldom considered. For the past three years our sales department has averaged 325 applicants a year. Last year this included 510 first, second, and third interviews, conducted to select only seven salesmen.

Most interviews were brief, others longer when justifiable. In some instances the ratio of applicants to those

hired hits 90 to 1. This does not include applicants who obviously would not be eligible; their time was not wasted to fill out forms. I estimate that interviewing time alone costs a minimum of \$50 for each salesman hired.

More than 75% of our new employees have been directed to us as applicants by our regular salesmen. We consider this our best source for new sales talent. We use the pooled interview technique. At least four well-trained supervisors assist in the final selection of new men. We find about 10 hirables among 300 applicants. We believe that it is as important for the applicant to be as discriminating and selective in his decision to join our organization as it is for us to secure information before we hire him. We want the applicant to fit into our organization, and we have to come up to his ideals.

We visit the prospective salesman's home and, if possible, learn what his wife thinks about the proposed new job. A safety driver's test, health examination, and careful check of references are indispensable in our hiring technique.

Sales turnover costs are high, especially when all charges are realistically included. Too many sales managers consider only the immediate out-of-pocket costs for break-in time as the cost of turnover. But here are some hidden factors: Interview costs, \$50; break-in costs, \$400; lost profit, \$200; lost customers, \$500. Minimum cost for failure of a salesman and replacement by another, is \$1,200. This is six times the amount sales managers in comparable businesses tell me their turnover expenses total.

Another neglected expense factor is the relation of sales supervision cost to sales turnover. Obviously, as turnover goes up, so does supervision expense. Heavy turnover results in sales supervisors and managers devoting considerable time to meeting emergencies, instead of to creative work and the many other duties of the busy sales executive.

Our salesmen, from the start, are encouraged and trained to be self-sufficient, which means less supervisory work and lightened sales management costs. Eight supervisors are each responsible for 11 route salesmen comprising a supervisory division. Proof of the self-starter nature of our salesmen: Bowie has the heaviest route average in the industry in its Southern California sales area. Our outlet is divided almost equally between restaurant-cafe and grocery stops.



NIGHT TIME TRAINING: This is a sales indoctrination and brush-up meeting. Bowie believes: systematic training in product knowledge and salesmanship builds a man's confidence, helps him to stick and succeed.



UHI UHI ON HAND HOLDING: Waitresses have their problems with would-be affectionate customers. With situation photographs, Bowie Pies salesmen suggest ways to head off the playfully amorous.



MEET THE GSM

Reo Ellsworth, general sales manager, Bowie Pies for the past seven years, started with the company 18 years ago as a salesman. "During those years," says the company house organ, *Over the Counter*, "he hung up some sales records the boys are still trying to break. (Boys, make him prove it!) And because he has come up the hard way, Reo Ellsworth is a hard man to fool."

Two monthly sales supervisory personnel meetings are scheduled. One is to discuss routine problems; the other is devoted to market and sales research problems. At least every three months we schedule company-wide sales meetings, when we bring in all route men and their supervisors. One session each year is broken

down by divisions for closely-knit discussions.

Semi-annually we conduct an eight-week "brush-up" and indoctrination course. Eight weekly two-hour sessions devoted to detailing and discussing sales problems, our competition, advertising or promotional plans,

(Continued from page 25)

"FOR OUTSTANDING CONTRIBUTION

. . . to the field of marketing," Robert Wood Johnson, chairman of Johnson & Johnson, has received the coveted Parlin Memorial Award given by the Philadelphia Chapter, American Marketing Association . . . Scores of candidates, submitted by the AMA all over the U.S., had been considered by the Parlin board of governors. For its important award is in recognition of contributions beyond the usual. In Mr. Johnson's case it was made for marketing contributions to the pharmaceutical industry and allied fields through leadership in the development of marketing facilities and management policies of his company. Johnson began his career with J & J in 1910, has served the company notably. He's also authored several important books, scores of articles for national publications. Three institutions of higher learning have awarded him the L.L.D. degree "Honoris Causa." The Society for the Advancement of Management gave him its "Human Relations Award." A man who shuns the limelight, he's served his fellowman, through civic and government posts.



A YEAR AGO . . . *The American Weekly* appeared in its new dress and format . . . reduced in size, with a new editorial approach, printed on better paper and in better type, making greater use of color. Readership surveys, made since, show increased attention to the publication by both men and women. The concrete award: Advertising revenue for the first quarter of '53 is up 48.5%. And so the Hearst organization has sent the soft-spoken—sometimes you must hug him to hear him—hard-hitting, guy who accomplished the miracle up to the publisher's chair. He's Robert D. Levitt (doubling in brass as publisher of *Puck—The Comic Weekly*).

Bob Levitt admits he was, well, a carefree lad. He got his degree from Rollins College, to which he hied when he heard it gave no examinations and held classes outdoors. Then he turned up at Columbia's Law School "because jobs were hard to get; it was 1931." In his third year he got a job as a reporter on the *New York Journal*, gave up legal ideas. Except for three years in the Army and three months with Selznick Productions afterwards, he's been with Hearst. He came into *The American Weekly* as general manager of promotion; also acted as assistant to W. R. Hearst, Jr. He maintains he's "been too busy holding onto my jobs to have any hobbies."

BY HARRY WOODWARD

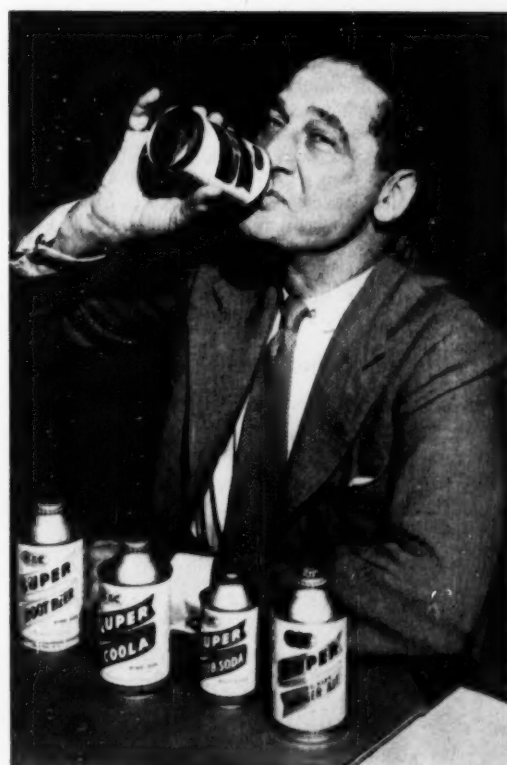


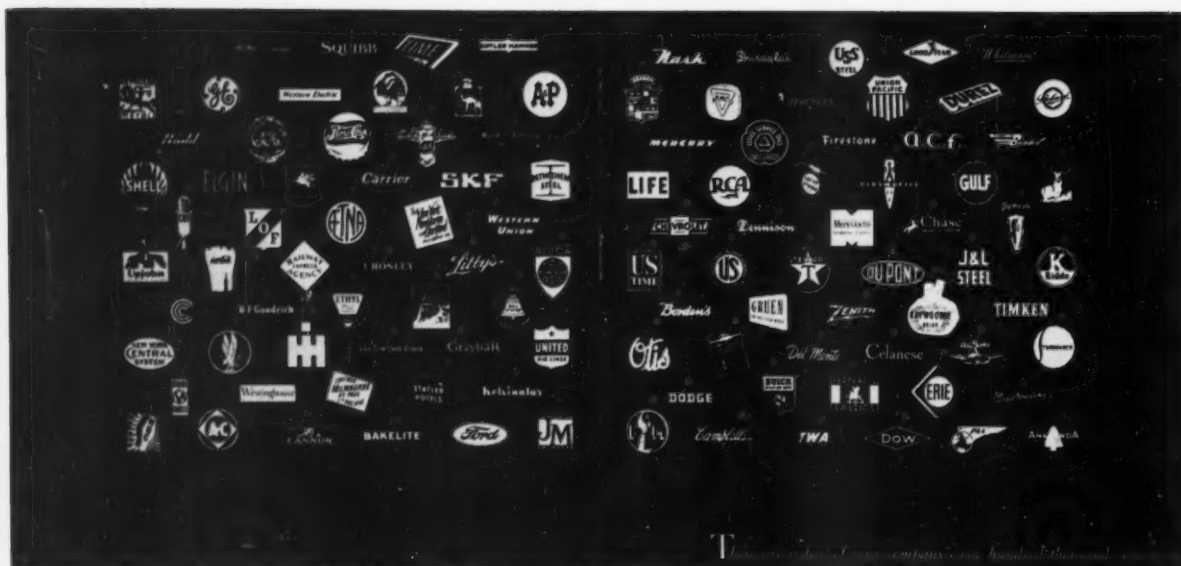
"ASK THE MAN" . . . who sells them. He'll tell you that since James J. Nance took over a few months ago Packard Motor Car Co. has become the talk of the automotive industry, and sales are being racked up as they haven't been in years. Detroit's Sales Executives Club thinks so, too. As a climax to its recent "Salute to Selling" week, the SEC handed big Jim its "Salesman of the Year" award . . . Jim Nance is doing for Packard what he did so well for Hotpoint, Inc. (He was Hotpoint's president, too.) He came to Packard with no illusions, cleaned out the deadwood, strengthened sagging dealer operations, decided to put Packard back in the fine car field. "Why," he asked, "should a man pay \$5,000 for a Packard when one can be bought for \$2,500?" So Packard now produces a medium-price "Clipper," and only the higher-price lines carry the single name—Packard. Nance also turned out three types of luxury sedans which sell all the way to and past \$7,000. (That's one in the picture.) And that's only the beginning. Every day Packard is inching ahead, sales-wise, under his direction. No wonder people "Watch Packard."



They're in the News

DOWN THE HATCH . . . For years Walter S. Mack has been responsible for increasing the liquid intake of the American public. You'll have no difficulty remembering the days when he was president of the Pepsi-Cola Co. He lifted it from relative obscurity to its present place in the soft drink business. But recently Mack—who was president of Bedford Mills when he was a stripling of 31—took over as president of Nedick's, has been busily getting that famous New York City chain (which had fallen on evil days) back on its feet. Now he's president, as well, of Cantrell & Cochrane, which will attempt to revolutionize the soft drink industry by "bottling" carbonated soft drinks in cans. Mack charges that "the muscle-bound soft drink industry should have brought out soft drinks in cans years ago—they're still in the horse-and-buggy days with their bottles and their unwieldy wooden cases." So: no deposits, no bottles to take back, no glass to chip or break, and the cans weigh less than bottles. At the moment distribution is in the New York and metropolitan market areas. But after Mr. M. really gets rolling, you guys in Colorado will be able to quaff C & C Super Coola, too.





SELLING PRESTIGE: Remington Rand's booklet includes a spread which capitalizes on a group of its big-name customers.

Looking for Salesmen? Then You Need a Career Booklet

On these pages are glimpses of seven booklets designed to serve as aids both to the men who are hiring new salesmen, and to the candidates themselves.

Their subject-matter: Most of them offer information about the company, what it makes, what history is behind it. Most of them stress how much and what kind of sales training is offered to new men. Other subject matter includes: advertising and sales promotional activities that back up the salesman; company organization information, sometimes an organization chart; maps of offices and plants;

something about the men at the top of the company; salesmen's duties and job pattern; data on markets. Almost all approach the new candidate from the broad selling-as-a-career point of view. Almost all have something to say about advancement.

The titles of the seven booklets represented on these pages almost all have some "sell" in them. Here they are: "A Career with New England Mutual" . . . "A Future for You in an Expanding Industry" (Burrroughs) . . . "Opportunities for a Career" (Procter & Gamble) . . . "Your Future in Food" (Standard

Brands) . . . "You and Remington Rand" . . . and "Your 100,000 Hours" (National Cash Register Co.) The teaser-title on the NCR booklet is explained on the first inside page: "A young man 25 years of age has just about 100,000 hours ahead of him before he reaches retirement age. His success in life and much of all that he hopes for depends upon the way he invests those 100,000 hours. Choosing the field in which he is to work, and choosing the organization of which he will be a part, are two of the most important decisions in his life."

SELLING TRAINING: Tremco's brochure explains to the prospective salesman how he will be qualified for his future sales job.



In-Plant training

In-plant training lasts for five months, with classes under the direct supervision of Tremco's Maintenance Division Sales Manager. The average size of a class is from eight to ten men. Successful Tremco salesmen, managers and experienced instructors and capable customer selling techniques. For factory experience, teach manufacturing and laboratory processes. Qualified maintenance experts demonstrate application methods. Students work on actual jobs on credit from each and every.

At the end of in-plant training, the MPT has a thorough understanding of maintenance and construction problems and their remedies. He has a sound grasp of successful selling techniques developed over a period of many years; he is ready for further training in the field.

Field training

MPT field training lasts from one year to one and one-half years, depending entirely upon the individual's progress. Tremco policy is to allow each student ample time for sound, step-by-step, most making certain that he has thoroughly mastered before assigning him to his territory. Field training is under the supervision of a district senior representative, selected not alone for his sales ability but for his facility of teaching sales technique. The MPT is assigned a section of the entire representative territory—a small territory within a larger one—and begins to call on his prospects. The senior representative works with the MPT at frequent intervals, analyzes his technique, advises and recommends. His position is that of coach and observer; he points out faults, suggests improvements, and imparts valuable training.





EXPLAINING CORPORATE ORGANIZATION: (Top, cover and spread from booklet.) Procter & Gamble's excellent "Opportunities for a Career" presents outline of sales organization. Includes a "self-audit" to help candidate judge his fitness for a sales job.

PICTURING THE MARKET: ("Who buys life insurance . . . and why?") New England Mutual reveals opportunity through a graphic showing that every other person in America owns life insurance, yet one in 13 will buy more insurance in the current year.

ANSWERING A KEY QUESTION: ("Career Opportunities in Standard Brands") Standard Brands realizes candidates are more interested in prospects for tomorrow than in a mere job for today. **SELLING THE BACK-UP:** (Montage below Standard Brands booklet.) National Cash Register Co. throws out an impressive exhibit to show what the company does to pre-sell prospects.

FACING THE DECISION: (Bottom) Burroughs helps the candidate answer the question, "Am I the man for Burroughs?"



DEDICATED TO DEALERS — Henry Ford II (second from right) presents a plaque to Ford Division's Merchandising School for training young dealers and prospective dealers. Accepting it are (l. to r.) L. W. Smead, Ford Division general sales manager; Frank J. McGinnis, manager of advertising, sales promotion and training; L. D. Crusoe, Ford vice-president and general manager of Ford Division, and Dean John F. Hefflin who has gained 2,100 students.

"New" Ford Sets Out To Regain Sales Lead

Ford Division is selling 6,400 dealers on "FMSF": In Finances, Management, Spirit, Facilities, they're out to beat Chevrolet. Research, training, and record advertising are at work to improve the product, to find more customers.

Part II of an article in two parts*
BY LAWRENCE M. HUGHES

The four letters *FMSF* are becoming a kind of quadruple threat.

Formally, they stand for "Ford Must Stand First" . . . on the strength of its dealer finances, management, spirit and facilities.

But in the light of the fact that for many years consumers have been spending more of their hard-earned dollars for *Chevrolet* than for any other product name in the world, *FMSF* also means *Ford Must Sell Forcefully*.

Ford has yet to prove that it can sell forcefully enough.

Chevrolet first became forceful

enough in 1927 to nose out Ford—which for a decade had been selling half of all the industry's cars. Even after Ford finally switched from Model T to Model A, on Dec. 2, 1927, Chevrolet was tough enough to lead in five of the next nine years. And every year since 1937, Chevrolet has managed to be tough enough to stay on top.

This month Ford Motor Co. is making much of its 50th birthday. But at the same time the Ford folks point out that they are working for a "new" company—born in Sept. 1945, when young Henry Ford II succeeded his grandfather, Henry I, as president. A lot of them also are

working for a new *Ford Division*, launched on Feb. 11, 1949, for the purpose of selling more cars and trucks labeled Ford than General Motors' veteran Chevrolet Division could sell Chevrolet cars and trucks.

Everything's up to date in Ford Division. Lewis D. Crusoe, company v-p and division g.m., and his fast-growing crowd have moved over to Livonia, Mich., 14 miles from the Rouge of Dearborn. At these new division headquarters (shared with a division parts depot), at 16 car and truck assembly plants, 29 parts depots and other facilities, and in six regional and 33 district sales offices across the U.S., Ford Division employs 40,000 people.

Although this division employs directly only 22% of the 180,000 people who work for Ford Motor Co., it handles—under L. W. (Lew) Smead, division general sales manager—perhaps \$2.5 billion of sales, or about 80% of the company's "normal" civilian volume. It sells primarily to 6,400 Ford Division dealers in this country. With the help of more than 100,000 employees, the dealers do an annual volume—in new and used cars and trucks, and in parts and service—of more than \$3 billion.

Chevrolet dealers do even more.

But the spread between the two automotive giants seems to be shrinking.

In 1941, just before passenger car production was stopped for four wartime years, Chevrolet's combined new car and truck registrations had reached 42% more than Ford's. In 1946 Ford filled the gap between them to 9%.

Since then, however, Ford has been farther from first. Affected more by strikes and then materials allocations, its combined U.S. car and truck production rose gradually to a post-World War II peak of 1,532,923. In that year Chevrolet passed two million. Allocations on a 1947-49 average basis reduced Ford Division's total to 1,218,022 in 1951, and then to 1,008,284 in 1952—while Chevrolet was permitted to stay about one-third higher.

Still Ford has found ways to cut in. For the year 1952 it pulled ahead of Chevrolet in such specialized lines as convertibles, hard tops and station wagons. Toward the year's end, with restrictions easing, General Manager Crusoe could point to the sale by Ford Division dealers in December of 84,286 cars and 20,537 trucks—largest December volumes, respectively, since 1925 and 1922.

The fact that Ford's 1953 passenger cars were launched in Decem-

*For Part I, see SM, May 20, page 24.



'53's leader is the '53 Ford!

RECORD FORD ADVERTISING—On the themes "The Swing is to FORD!" and "The NEW STANDARD of the AMERICAN ROAD" the 1953 Fords are being promoted in 6,327 daily and weekly news-

papers; 13,000 24-sheet posters; 133 weekly, general monthly, "mechanics," farm, trade and vocational publications, and on CBS network radio and NBC TV shows.

ber, a month ahead of Chevrolet's, had something to do with this. Indeed, the momentum helped to keep Ford ahead early in 1953.

But by February Chevrolet was turning out passenger cars at a monthly rate of 115,000, as against only 76,000 for Ford. Ford hit 96,000 in April, and was shooting for 110,000. But then a strike in one of its supply plants led to the layoff of 45,000 workers. Even without shutdowns Chevrolet still has more *production* facilities to throw into the fight.

In a knockdown *sales* battle, Sales Manager Smead thinks that Ford can come out on top.

Chevrolet, of course, is not Ford's only rival. The battle for car buyers has become a free-for-all. Other GM divisions, notably Buick, steal customers steadily from Chevrolet, Ford and Plymouth. GM officially has announced its intention this year to sell more than half the whole industry's volume. . . Chrysler Corp. has countered with heavily-promoted price reductions on Plymouth, Dodge, DeSoto and Chrysler, ranging from \$14 to \$278.40. . . And all the "independents"—from the "European look" Studebaker, the new Nash and Packard and Hudson (both introducing lower-price companion lines) to

the recently merged Kaiser-Willys—have set out more strongly to sell.

But to Ford and Chevrolet the main event, this year and the next and next, still will be Ford vs. Chevrolet.

SM told May 20 of the creation of a "new" Ford company: Into it has gone a lot of *FMSF*.

Nearly all the things the company has started or stepped up are being applied to Ford Division. And the division itself has launched efforts in such areas as quality control, consumer research, dealer training, dealer councils and dealer advertising to see to it that Ford *does* stand first.

Fast Decentralization

Like the company itself, the Division has decentralized management. This process develops so fast that the Division rapidly outgrows its organization bristles. For example, one chart dated January, 1951, showed nine operating activities and some 50 departments in charge of major functions. A current chart, dated last January, shows 85 departments. (Neither total includes heads of assembly plants or parts depots, nor regional and district sales executives.)

Staff functions which have to do

with finding out what motorists want and with providing it are Product Planning and Programming, headed by Chase Morsey, Jr.

Morsey supervises Program Timing, Product Planning and Program Planning. Product Planning, under Tom Lilley, breaks down into Styling Liaison, Competitive Analysis, Car Planning and Truck Planning. Program Planning, under R. J. Eggert, covers Programming and Consumer Research.

Co-ordination of defense production planning and a Military Vehicle Development Project also are under Morsey.

Organization Planning and Administrative Services—two other staff functions—report to Guy Hamilton, Jr., administrative assistant to Crusoe. Public Relations, under J. W. Clarke, also is a part of Crusoe's staff.

Ford Division's seven main operating components are Industrial Relations, Defense Production Operations, Manufacturing, Sales, Parts and Accessories, Purchasing, and Controller's Office.

Engineering of Ford cars and trucks is carried out by a Ford department of the company's engineering staff in Dearborn.

Ford Division now is building at

Livonia, the motor car industry's first "technical service laboratory." This "develops for Ford dealers and independent garages the best possible methods, tools and parts" to keep Ford cars and trucks rolling.

Each major function rates its own chart. The one for Ford Division's General Sales Office, headed by Lew Smead, has three main groups: Product Sales and Service (Chester E. Bowie); Advertising, Sales Promotion and Training (Frank J. McGinnis); and Sales Administration, (Charles J. Seyffer). Ford Division's sales to other company divisions, such as Ford International, are made under J. W. MacArthur, inter-divisional sales manager.

Product Sales and Service covers car sales (G. P. Montagnet); truck sales (W. E. Kimbrough); fleet sales (C. H. O'Donohue); parts and service sales (D. C. Burdette); service (C. T. Doman), and distribution (Joseph Bara).

Under McGinnis are advertising, Gordon C. Eldredge; sales training, W. C. Scott, and the Merchandising School, John F. Heflin. In Sales Administration are business management, J. Tereshenko; administrative, J. F.

McGuire; sales analysis, G. M. Sherriff, and government sales, E. C. Simons.

From Smead also go direct lines to the six regional sales managers—for the Northeast, Southeast, Central, Midwest, Southwest and West. Under them are the 33 district sales offices, and under *them* 250 sales zones. Each field manager in these zones thus is responsible for approximately 26 dealers.

Chain of Command

Smead reports to Crusoe. But he is advised by Walker A. Williams, v-p for sales and advertising, and by J. C. (Larry) Doyle, sales and advertising director of the company. With these two, Crusoe and others, Smead serves on the company's Merchandising Committee, which reviews the Division's sales activities.

Regional sales managers develop sales, service, expense and profit objectives for their areas; allocate products to the districts; supervise training of regional and district people, and guide merchandising programs. They evaluate performance of their

own and dealer people; recommend or reject new dealer appointments. Directly under the *assistant* regional manager are business management, sales of new and used cars, of parts and accessories, truck and fleet, and administrative and service departments.

In addition to handling similar functions at their level, district managers supervise the work of field managers with dealers on sales, service and business management problems. One field manager in each district concentrates on appointing and rehabilitating dealers.

For the right to sell Ford products in his specified location—and he also sells parts and accessories to garages, repair shops and service stations—a Ford dealer agrees to maintain adequate facilities, personnel, inventory and finances.

New dealers in open towns, and in thriving suburban and other areas, are weighed on the bases of town and trading area populations and trends, previous registrations of Ford and other cars, and probable potentials. An applicant must come up with three "C's": Character; Capacity; Capital. He must prove integrity and

"FORD MUST STAND FIRST"—The task of turning this slogan into reality is charged to Ford Division General Manager Crusoe and Sales Manager Smead. Chester E. Bowie directs product sales and service; Frank J. McGinnis, advertising, sales promotion and training, and Charles J. Seyffer, sales administration. [See chart p. 41]



CRUSOE



SMEAD



BOWIE



McGINNIS



SEYFFER

SALES MANAGEMENT

WHAT'S HAPPENING TO YOUR MARKET IN METALWORKING CONNECTICUT ?



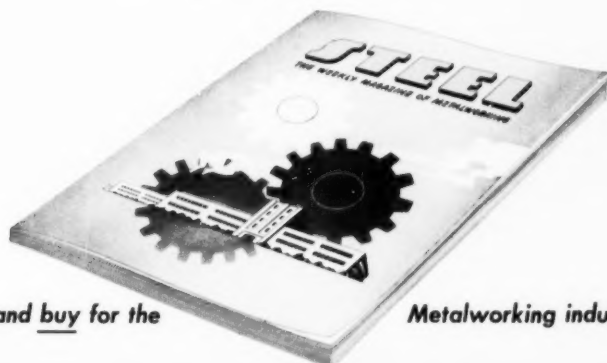
IN 1940 . . . Hustling Connecticut had 808 metalworking plants employing 120,708 to turn out \$402,917,000 worth of products.

TODAY . . . Your sales opportunity in Connecticut has more than doubled—1619 metalworking plants employing 212,854 workers are producing \$1,306,490,000 worth of goods.

**Like all of
Metalworking America
it has doubled in
size and buying power!**

Visit practically any city or state in America today and the story is the same . . . new metalworking plants are springing up and established plants are booming. It's been going on since 1940 resulting in a *twice-size* growth in number of plants, workers and physical output. And today, this tremendous market is standing at the threshold of even bigger expansion! Your share of this increased potential depends on how well you pace competition through an effective sales and advertising program. And that's where STEEL can help you. STEEL enables you to reach more of the top men who run U.S. metalworking than *any* other metalworking publication. The man from STEEL can help you get started now in your program of pocketing a bigger share of metalworking.

STEEL • Penton Building • Cleveland 13, Ohio



The magazine of the men who manage, operate and buy for the

Metalworking industry

Makes good merchandise sell better...

Of course, the lady's thrilled. And who wouldn't be? For one thing, the feather, encased in brilliant, crystal-clear Kodapak Sheet, is as spic and span as the day it was packed. Then, too, all around her are other things she'd like to buy—each looking lovelier than the other in this amazing packaging material... tough, transparent, color-true, non-distorting.

Equally important is the way package makers take to Kodapak Sheet. Always uniform—it is easy to work, by hand or machine operation; always free from bubbles and defects—it makes possible a finished product, better values.

For further information—gauge, types available, names of specializing firms, consult our representative or write:

**Cellulose Products Division
Eastman Kodak Company, Rochester 4, New York**

Sales offices: New York, Chicago, Dallas.

Sales representatives: Cleveland, Philadelphia, Providence.

Distributors: San Francisco, Los Angeles, Portland,
Seattle (Wilson & Geo. Meyer & Co.);
Toronto, Montreal (Paper Sales, Ltd.).

Kodapak Sheet

"Kodapak" is a trade-mark



standing in the community. "Capacity" embraces everything from determination to make money to already-proved ability, in motor cars or other lines, to organize and develop a business.

Ford Division's dealer turnover today is about 350 annually—or less than 5% of the entire group of 6,400. Predominantly it comes from death or retirement, or smaller-town dealers moving to larger places. Only nine closed in 1952 for financial reasons.

Prospective dealers, of course, judge Ford too.

Henry I Was Tough

Until the company's present regime took over, its policies—and lack of them—in sales, advertising, dealer relations, etc., hardly made men want to give their all for dear old Henry Ford. In 1920, when Henry I had just bought out his original backers for \$107 million, he replenished his nearly-bare coffers by dumping 60,000 cars on dealers in one month. A few years later he completely cut them out of new cars for six months in that sluggish "switchover" period from Model T to Model A. Then, in the depression, he further reduced the slim pickings by raising the number of his dealers from 6,000 to 9,388. In 1938 the Federal Trade Commission found 58% of all Ford dealers still griping about overloading.

In 1930 Chevrolet had approximately 10,000 dealers. But by 1941, both had reduced sharply—Chevrolet to 8,100 and Ford to 6,505.

Today Chevrolet sells through about 7,600. Not including dealers who sell, Ford and Chevrolet each has a retail sales force of about 20,000.

Chevrolet claims that 84% of its dealers survived World War II, as compared with only 60% of Ford's. While Chevrolet sought ways to keep dealers going on used cars and on parts and service, Ford was dispensing even with the function of sales manager as "unnecessary." And by 1943 Ford's dealer group had shrunk to 5,858.

Henry Ford II's regime promised dealers steadily improved products and constructive and consistent policies and leadership.

Between introduction of the V-8 engine for lower-price cars, in 1932, and the end of World War II, Ford had done no basic product pioneering. And through his four decades as boss of Ford Motor Co., Henry I continued to regard Sales as a "dis-

tribution service." Those who conducted Sales never really rated.

In the three decades in which Chevrolet built and consolidated leadership, its sales have been managed by four men: Richard H. Grant, William A. Holler, Thomas H. Keating, and, since 1949, by William E. Fish.

In this period Ford has had 10 sales managers.

In 1945 Jack Davis became *vice-president* for sales and advertising. Walker Williams, in 1949, was made *g.s.m.* of the new Ford Division. When Davis became ill, Williams succeeded him, in late 1950, in charge of all company sales, and Lew Smead became Ford Division sales manager.

Of course, under the old regime, all the dealers didn't starve. But they didn't get the kind of help other manufacturers already had undertaken for dealers. As early as 1924 Ford launched—and then scrapped—a cooperative advertising program for dealers. In 1938, Davis started a dealer council plan . . . which also died aborning.

Still a lot of dealers stuck. Of the total 6,346 on last December 31, nearly 60% had been with Ford 10 years or more. The "average" dealer has now been in the fold about 15 years.

"Pick Your Man"

Today Ford Division is trying, more than ever, to back them. Each dealer is asked to "pick your man" among his Chevrolet rivals. Ford will help him match the other fellow in *FMSF*.

When Henry Ford II announced the *FMSF* program to dealers, in 1948, he said: "Nobody realizes more than I that the key to our success lies in the hands of you dealers."

Annually since, plaques have been awarded to dealers who reach Ford Division standards in all four letters: Their finances, Lew Smead explains, "must be sound, their management efficient, their spirit always competitive, and facilities completely modern."

Each year nearly 25% of all dealers have won the plaque. In 1952 it went to 1,475 of them. And 335 dealers have earned it for the full five years.

Ford didn't get around to forming a permanent dealer council setup until 1945. Two years ago Ford Division became what Smead calls "the only really democratic Dealer Council in the industry."

"Every dealer belongs to one of the 250 zone councils. Each zone

council elects two dealers to one of the 33 district councils. These then select the members of the six regional councils—who in turn choose the dealers to speak for all of them.

"Thus from every locality and every level, the problems and progress of 6,400 dealers are reflected at semi-annual meetings between the National Dealer Council and Ford Division sales executives. And thus our joint recommendations are passed on to each dealer."

Three Profit Sources

But at the same time Ford Division seeks to strengthen its contacts with and the range of its helpfulness to every dealer.

In talks to groups of them Smead points out that they have three major sources of profits . . . or losses: New cars and trucks; used cars and trucks turned in on purchase of new ones, and service. Used cars, to be profitable, must be turned over rapidly. And although service is a "by-product" of dealer operations, "it can be made to pay *all* expenses of the business."

Intelligent management—based in part on a daily operating control system, in the use of which Ford field men guide dealers—can help dealers to make money on all three branches.

The care of today's customers helps to create tomorrow's profits. "When a man takes delivery of a new car," Lew Smead explains, "it is a golden moment in his life. We should take full advantage of this golden moment to make him a permanent customer."

A recent, and continuing, campaign to reduce customer complaints brought a 40% reduction in one half-year period, in the number of complaining letters received monthly by headquarters. Dealers were shown before-and-after maps, for each of the 33 sales districts, on number of complaints for each 1,000 deliveries. Those with highest complaint ratios took special notice.

"We are not being critical," Smead told dealers. "But whatever the cause, we are determined to correct it. . ."

The care of customers, of course, starts at the factory, with the product. And the surest cure for complaints comes from enforcement of adequate controls every step of the way.

Lewis D. Crusoe was in charge of planning and control with Ford Motor Co.—functions initiated by Henry Ford II's regime. He became *v-p* for finance, before being placed

Henry Ford I Harried His Sales Heads . . .

Founder Ford found sales managers expendable. In a half-century Ford Motor Company's sales have been directed by 10 of them.

The first, Charles A. Wardle, stayed six months. From 1904 to 1907 James Couzens, business manager, handled sales as a sort of sideline. Meanwhile, Norval A. Hawkins, "commercial manager," gradually assumed this function. He lasted until 1919—when he became a \$150,000-a-year consultant to GM!

William A. Ryan sold the last of the Model T's until 1927, and Fred A. Rockel the Model A's, until 1930. For a year Jack Davis and Claude Nelles were "joint sales managers." Then, until 1937, W. C. Cowling was in charge. Davis was sole manager for two years, before being "exiled" to California as the company's first regional sales manager. H. Clay Doss met a similar fate to Atlanta in October, 1943—when, "because of the war," the Ford people explained, "the job of general sales manager is abolished."

Henry Ford II brought Davis back as vice-president for sales and advertising.

. . . But a Lot of Dealers Kept Growing

Even so, the average dealer among Ford Division's 6,400 has been selling Ford cars and trucks for 15 years.

Although five postwar years have provided one-fourth of all of them, some 200 have sold Fords steadily for more than four decades. In fact, three who were appointed in early 1903, before the company itself was formed, are still at it: William L. Hughson Co., San Francisco; Tenvoorde Motor Co., St. Cloud, Minn.; Holmes Motor Co., Chicago. Four 49-year dealers still operate in Stoughton, Mass., New Brunswick, N. J., Marengo, Ill., and Galveston, Texas.

Sixteen Jete back more than 45 years: 161 from 40 to 45; 440 from 35 to 39; 474 from 30 to 34; 510 from 25 to 29; 450, 20 to 24; 844, 15 to 19; 835, 10 to 14; 1,370, five to nine; 1,266 came in from 1948 through 1952.

Today, Ford thinks the whole group has more FMSF than ever—finances, management, spirit and facilities—to put Ford cars back on top.

in charge of the new Ford Division.

L. W. Smead was a certified public accountant who became a sales executive. He first joined Ford in the Washington district office, in 1921, later served as sales manager of the Washington, Boston and Buffalo districts. After serving in World War II as a purchasing and subcontracting executive with Curtiss-Wright Corp., he became manager of the business management department of Ford's sales division. A year later he was made assistant general sales manager of Ford cars and trucks.

Both Crusoe and Smead have a control complex.

To insure quality products, Crusoe points out that Ford has launched a program of "mass education in pride of performance at every level" of manufacturing. When motor car makers give dealer customers "warranties or promises to make good certain defects within certain periods of time after purchase, we're underwriting the attitude of our mechanics. We must demand and get good work."

Ford Division's Quality Control

Committee was born with the Division itself, in February 1949.

"We had systems of checking and comparing quality of output of our plants across the country," explains J. O. Wright, assistant general manufacturing manager. "But there was not enough checking on the Rouge itself."

Now, in all plants, special engineers concentrate on the three major departments of body and trim, chassis, and final assembly. They go along the line, talk with foremen and others, and check on sources of possible trouble.

Quality Control also works with the suppliers of the 15,000 parts which go into Ford cars and trucks, in programs of "education and cooperation." It helps to remind them, Wright says, "how much we buy from them." But when Ford has more than one supplier of the same item, their offerings continuously are compared. For each major group of supplies Ford also makes detailed findings and recommendations.

Last October Quality Control—

which previously had used a sampling method of getting dealer and consumer reactions—began to provide all dealers with postpaid cards on which to pin "bugs." Ford field men also report dealer and customer squawks.

In two years the latter have been reduced 50%.

Ford has always been known for building well. But the new organization has set out to build better. Already they think they are setting the pace in products. ("When Chevrolet saw the new Ford-o-Matic transmission, the Ford folks say, Chevrolet went to work to redesign its Power-Glide.) And from a new \$80 million Research & Engineering Center more Ford "firsts" may be in the making.

Meanwhile, consumer research—a new function, for Ford—finds evidence of mounting favor for Ford. Some of it is supplied by independent surveys on next-new-car preferences and on used car prices of Ford and other makes. But much of it Ford Company and Ford Division uncover. (GM does consumer research but Chevrolet Division does not.)

R. J. Eggert, manager of Ford Division's Consumer Research, shows that his staff spends about half its time learning "what customers like and don't like about us and our competitors."

In 1950 and 1951 Eggert had the Elmo Roper organization interview 4,000 owners of new Fords and 2,000 of new Chevrolets. This work was supplemented in 1952 by a questionnaire mailed to 50,000 owners of new Fords. (In neither case does the interviewee know it's a "Ford" survey.) A gift of a 7-cent ballpoint pen, mailed with questionnaire, helped to draw replies from 12,000 Ford owners.

This year both surveys are being repeated.

Value Plus Lower Cost

Mail repliers enable Ford Division to get a wider reaction. Also, Eggert says, they've been more candid.

Findings are analyzed, digested and made available for use by Engineering, Product Planning, Advertising and other sections. One owner suggestion—now being considered seriously—is for a foot button to operate windshield wipers. But one on "real air conditioning" is yet to be applied. Ideas must be weighed in terms of improvement, practicality and cost. An ideal suggestion adds to value and lowers cost.

Under such major headings as ap-

THE SCHUYLER HOPPER Co.

MARKET RESEARCH • SALES PROMOTION • ADVERTISING

TWELVE EAST FORTY-FIRST STREET • NEW YORK 17, N. Y. • LEXINGTON 2-3135

How many Sales Managers are in trouble

because they won't listen to the Real Boss?



Your prospects and customers are the Real Boss you and everyone else in your company are working for. They will buy what you have to sell, IF, and only if they understand its value to them.

The Real Boss speaks softly but wields a big stick. If you listen to him and fit your sales approach to what he needs, you get his orders. If you don't listen to him, competition gets his orders.

The highest cost in all selling and advertising is the cost of guessing what a prospect needs to know before he'll buy. Part of that is guessing what he now knows about your product.

Reduce the guesswork and you cut the waste.

How much money is your company pouring into advertising in its various forms (publication, direct mail, booklets, catalogs, manuals, presentations) without first finding out what's important to your Real Boss?



Your most effective and least costly selling effort, be it personal or printed, is that which presents your product in terms of some need your prospect has; some problem he has to solve, some job he wants to do better, faster, easier, at lower cost.

The basis of such selling is knowing, for sure, who the prospect really is, what he does that makes him important to you, and what he thinks about products or services like yours.

Usually a few dollars spent for exploring the Real Boss's views - for depth interviewing of customers and prospects by men who know how to find out what they're doing and planning, and WHY - will cut a lot of guesswork out of your sales and advertising approach and methods.

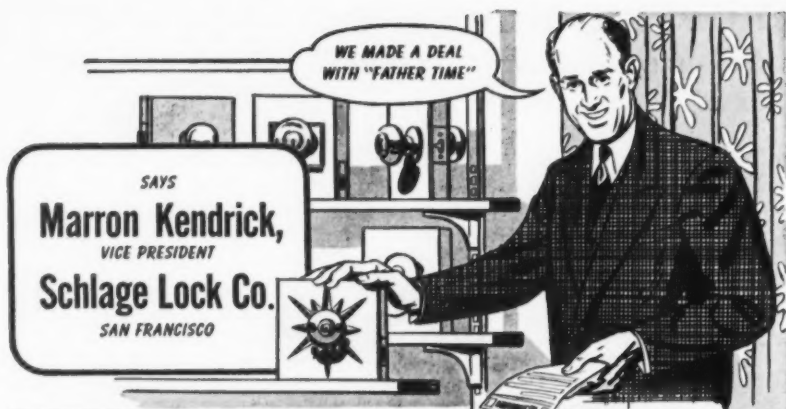


That's the basis of "Ditch-Digging" Advertising*: knowing - before you say it - what to say, where to say it, and when.

Sincerely yours,

The Schuyler Hopper Co.

"Experienced in the reduction of guesswork in advertising and selling"



Write for free illustrated folder describing Flying Tigers' unique Advance Manifest System.

Flying Tiger Line

OFFICES IN PRINCIPAL CITIES • GENERAL OFFICES: LOCKHEED AIR TERMINAL, BURBANK 8, CALIFORNIA • CABLE: FLYTIGER

pearance, economy, performance (including power), durability (including safety), and comfort, Consumer Research now knows what many thousands of owners think. Psychologists of the University of Chicago are helping Ford Division draw and apply the conclusions. They may even end up by designing the motorist of tomorrow!

Meanwhile, Ford is bringing reactions down to specific product cases. As the result of findings on "all-wood" vs. "all-metal" station wagons, an "all-metal" model was added. (Ford's share of the station wagon market in 1952 was 33%, as compared with 15% in 1951. Plymouth last year stood second with 20%. Nash had 14%, Willys 11%, and Chevrolet 9%.)

Over a three-year period Roper found that the proportion of Ford owners who definitely intended to rebuy Fords has risen from 75 to 81%. Owner enthusiasm for Ford's features went up from 79 to 89%.

All this seems to affect resale prices. Reports from wholesale automobile dealers show that used Fords have climbed from a minus in 1946-48 to a plus of \$155, from those of Chevrolet. Plymouth lagged even farther behind Chevrolet.

The success of any company compared with others in the industry depends largely on its ability to bring in and develop the right kind of men for management responsibilities.

—William B. Given, Jr.
Pres., American Brake
Shoe Co., New York

In 1952 Ford outranked all makes as the next buy of readers surveyed by *Fortune* and *Popular Mechanics*, and gained strongly in studies by Crowell-Collier, *Redbook* and J. Walter Thompson Co. Chevrolet was runner-up to Ford among *Popular Mechanics* readers, and Cadillac ranked second among *Fortune's*.

Although Chevrolet continued to lead Crowell-Collier's annual findings, its share of total "next buys" fell from 28.4% in 1949, to 21.6% in 1952. Meanwhile, Ford gained from 12.4 to 17.1%. *Redbook* reported Chevrolet declining in this period from 27.5 to 20.9%, and Ford rising from 10.6 to 15.9%.

Among members of J. Walter Thompson's consumer panel, Ford preference in four years increased 31%, while Chevrolet's went down 18%. And whatever it may mean in

SALES MANAGEMENT

tomorrow's sales battle, Ford in 1952 was first choice of 19.1% in the 15-19 age group, as against 13.6% for Chevrolet. Ford's four-year gain in the 20-29 age group was from 10.6 to 19.5%, while Chevrolet's decline was from 25.2 to 17.1%.

In the mail questionnaire, Ford Division asks the car-owner's help in "designing an automobile." Key questions, of course, have to do with "satisfaction." Owners rate five inside and seven outside features of their new Ford from "very good" (10 or 9 points) to "very poor" (2 or 1 points.) Space is provided for specific suggestions on improvements.

But these surveys also tell Ford a lot about the owners themselves: where they live, size of families, income, etc.

Dealers Run Own Surveys

Now Ford Division is helping dealers get their own customer reactions, by showing them a detailed "Procedure for Local Dealer Customer Survey." From it, Eggert explains, the dealer may learn how his customers rate his sales and service operations—and why some customers may buy their next Ford from another dealer! Also, Eggert tells them, "The fact that you show so much interest in many of your customers is bound to have public relations value."

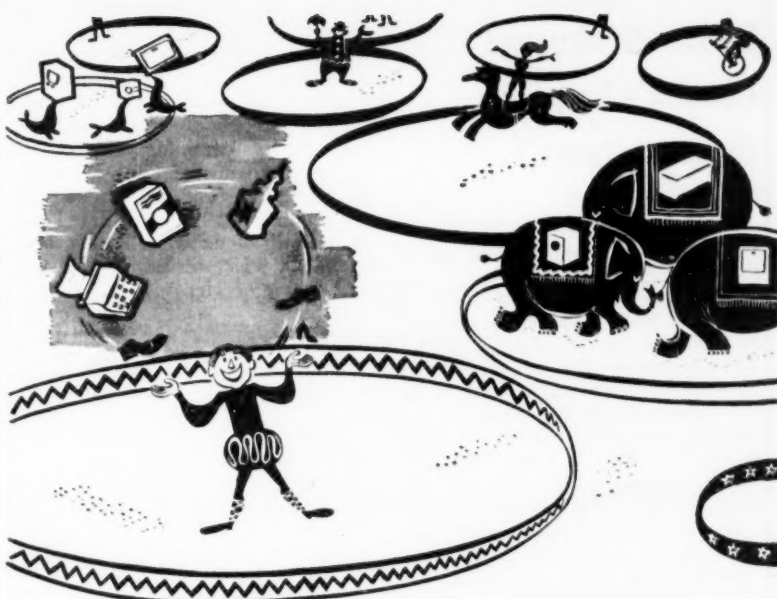
Although the dealer sends the questionnaires, with an explanatory note, to his customers, replies return it to a consumer research company in Chicago. Actually the dealer's main chore is to see that names and addresses of 400 of his customers are typed on cards supplied by this company—which does the rest of the work, in six weeks or less, at a total cost to the dealer of not more than \$520. Eggert stands ready to answer questions, but orders go direct to the research company.

The dealer gets three copies of the final report—which presents findings, tells what they mean, and how the dealer may use them.

Of course, the dealer wants to know "Why did you buy your car from us?" and especially where the customer may buy his next car. (Space for detailed reasons.) The car-owner is asked to rate, from "very good" to "very poor," various features of the service department, and to be frank in his comments about them.

If the owner doesn't want his opinions to reach the dealer, he may so indicate. He need not sign. . .

Better training may help Ford



How to watch a 1,393-RING MERCHANDISING CIRCUS and never miss a thing!

If your product is sold through retail stores the bulk of its sales must necessarily be in the 1,393 cities in which daily newspapers are published.

There is wide variation in the merchandising situation in many of these cities . . . different merchants with different competitive attitudes...varying advertising intensity in behalf of other brands...variable consumer demand and variable brand acceptance in trade areas.

ACB Research Reports enable a merchandiser to determine many of the variables in each market—to exploit the strength and bolster the weakness that his brand may have. All or any part of the 1,393 cities can be covered and each market can then be given the individual attention necessary to best results.

ACB Research Reports are always made to the users own specifications as to territory covered—data contained—frequency, etc. They tell what advertising is running in each city on your brand or competitive brands. From this information important decisions can be made on sales and advertising strategy.

Still other ACB Services are available to give visual sales tools to salesmen . . . to scout new developments . . . advertised

price reports . . . special auditing and certifying services on cooperative advertising campaigns and many others.

Send for ACB's New Tell-All Catalog . . .

It's brand new from cover to cover—48 pages—and as complete as we could make it. Describes fully each of the 14 ACB services. Gives many case histories. Gives cost of each service or method of estimating same. Has complete directory of all daily and Sunday newspapers. The state breakdown of 1,769,540 retail stores is reprinted from recent U.S. trade census. Send for your free copy today!

ACB reads every advertisement in every daily newspaper

ACB SERVICE OFFICES

79 Madison Ave. • New York 16
18 S. Michigan Ave. • Chicago 3
20 South Third St. • Columbus 15
161 Jefferson Ave. • Memphis 3
51 First St. • San Francisco 5



The
**ADVERTISING
CHECKING BUREAU
INC.**

Builder-Contractor: Country's Largest Buyer of Goods?

Not fully appreciated even by companies whose primary markets are in the construction field is the enormous volume of products whose purchases are controlled by the builder-contractor in the light construction field. *Practical Builder* estimates that of the building materials and building products of all kinds going into the \$26 billions of construction in the light construction industry, 75% or more is controlled by the builder-contractor. This makes him just about the biggest buyer in the country.

At the same time there is less advertising and less selling done on the builder than on any other major manufacturer in the country. And let's not forget that the builder of buildings is a manufacturer just as much as the builder of lathes, or trucks, or windows.

These two facts point to the conclusion that the builder-contractor constitutes the most under-sold major buyer in America.

Builder Hard to Reach

There is no economical way in which it is possible to contact by salesmen more than a handful of the 100,000 plus builder-contractors. They are busy men who spend little time in their offices. They may have a dozen jobs going and that's where they spend their time, because their jobs are their factory. To hunt for them from job to job is an impossible task for even the most industrious salesman. Also it is almost impossible to build and maintain a good list of these builders for direct mail solicitations. Even if possible, the cost would be enormous.

Magazine Does the Job

In this market, then, advertising in a magazine like *Practical Builder* must carry a much greater share of the selling burden than in other fields. And it can do this effectively and well because it is actually true that most builders see few salesmen. Therefore, they are attuned to advertising in *Practical Builder* as the principal source from which they receive buying information.

Here's how it adds up:

Prominent, consistent and big time advertising to this under-sold, under-advertised-to builder market will buy this market cheaper and easier today than probably ever again.

dealers to get more favorable customer reports.

Last fall Henry Ford II presented a bronze plaque to Crusoe and Smead, in the presence of Frank McGinnis, director of advertising, sales promotion and training, and John F. Heflin, dean of the Ford Merchandising School. The plaque dedicated to the school a building at Fair Lane, on the falls of the River Rouge above the plant, which served as laboratory and garage of Henry Ford I.

Grandfather Ford Like It?

Henry II said he was "sure" his grandfather "would approve of the Ford Merchandising School and of the work it is doing to give young men a better knowledge of this company and to train them in the fundamentals of successful dealership operation. . ."

Ford's first class was called to order, in Henry Ford Trade School in Dearborn, on March 17, 1947, three weeks before the Founder died.

In six years 49 four-week courses have been held, and 2,100 students have graduated. Thirty-six courses have been for sons, relatives and key personnel of dealers, and 13 for Ford Division's own people—primarily from the field.

"Half of all our 'dealer' students already have become dealers or managers of dealerships," Heflin explains. "And half of Ford Division's own participants have been upgraded."

Each district has a quota of dealer students, who are chosen by the district manager. Dealers pay their expenses. In Detroit they are housed at Fort Shelby Hotel and taken by buses the dozen miles to and from the school.

The young men range in age between 21 and 35 years. Dealer Class No. 36, this year, numbered 53 students—of whom 22 were college graduates, three college postgraduates, and 13 more attended college. Two were dealers themselves, 24 not related to dealers, 17 were sons, the rest key people in dealerships.

Of 1,490 in the first 35 dealer classes, 1,409 came from U.S. dealerships, and 76—from 34 countries—were picked by the International Division.

Three-fourths of teaching time, Heflin shows, is devoted to helping students get to know the company and its policies and products, and one-fourth to how to run a dealership.

Some topics—advertising, for instance—are broken down into a dozen

sub-topics, with a specialist to speak on each. One day's sessions are addressed by two visiting dealer instructors.

Each course winds up with a dinner. Each class elects officers and, on graduation, presents a gift to the school. Class 36 gave a painting of Henry Ford I.

Heflin admits that "we can't accomplish too much in four weeks." (The Chevrolet sons-of-dealers' course runs six weeks.) But Ford follows up:

1. For four years annual two-day reunions have been held in each region.

2. In 1952 Ford started one-day annual reunions in each district. Seven of the 33 districts have now held them.

3. A one-week postgraduate course in different districts is now offered students of three or more years ago.

4. *Ford Merchandising Forum*, a bimonthly magazine started in July, 1948, sparks the old school spirit and gives tips on sales and management to graduates and to Ford sales and advertising people.

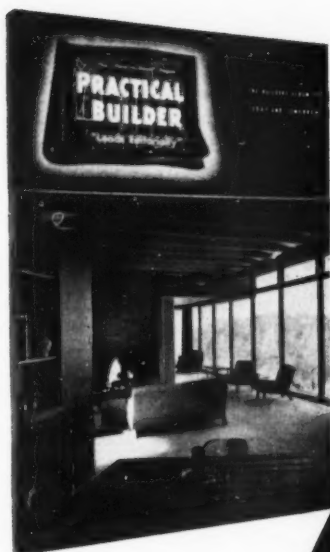
Ford Division follows training through to the hometown dealer level. This program, under W. C. Scott, began in late 1949. "It's the dealer's job to train his own people," Scott points out. "But it's *our* job to give him the tools for it."

A "Guide to Materials for Dealer Personnel Development" thus far covers only sales and service. But other functions, such as accounting, will be added. The guide is supplemented by an index of all material Ford Division makes available; by courses on each function, and monthly bulletins on planning training sessions.

\$1.2 Million for Visuals

Material includes a dozen booklets, folders and catalogs on Ford vs. competitive products; easels on Ford features; 17 product manuals; 12 motion pictures; 82 slidefilms; manuals on hiring, training and directing salesmen, on facilities for meetings, etc. Ford dealers now spend \$1.2 million annually for all of it.

In an introduction to the Guide, Smead describes eight steps in manpower development: Recruiting, selecting, hiring, orienting, training, directing, stimulating and upgrading. This, he says, is "a people business: You influence people to want Fords. . . . And you depend on people to



Says an advertising agency head of Cleveland (name on request): "Recently I spent 9 weeks in the field... doing a personal survey for one of our clients. I called on 138 lumber and millwork dealers in 4 States. Result? So many dealers and builders told me they took time to read Practical Builder that I came out of the survey feeling PB is the best-read publication in the area."

*Ever stop to think that the builder is a manufacturer? His job (the home or building he is erecting) is his factory. You rarely find him at his comfortable "office"... he's usually at his uncomfortable "factory." And how, under such chaotic conditions, can any human sales force contact (let alone sell) an army of builders-on-the-move? The answer is: it can't. But **practical builder** can. PB gets in where salesmen can't. Thus PB is ready to do not merely an advertising job but a selling job... to the builder-contractors who count in the light construction industry. PB is filled with their needs, their problems. PB helps them make money. PB can help you make money too!*



**... of the light
construction industry**

carry out all phases of dealership operation in the way you yourself would do them if you had the time."

Sales training bulletins tell dealers specific steps to take in training people to sell and service each new line. For the 1953 Ford trucks, publicly announced in March, dealers were urged to "1. Discuss importance of getting (present) inventory down; 2. Show your men how to improve prospecting and closing; 3. Show them how to use facilities of dealership for getting prospects or leads; 4. Give them definite used truck contact assignments. . ."

234% Over 1941

More and more consistent advertising is multiplying contacts with people. In 1950, McGinnis shows, the company's expenditures for Ford cars and trucks were 216% higher than in 1941. After some reduction in the last two years, expenditures in 1952 will be 234% above 1941 and 5% more than in 1950.

In addition to advertising on their own, all dealers contribute to a district Dealer Advertising Fund on a so-much-per-car basis. The precise amount is determined at the local level. Each DAF is a separate corporation. J. Walter Thompson Co. handles advertising both for Ford Division and for all 33 DAF districts. (Kenyon & Eckhardt is agency for Lincoln-Mercury and institutional.)

Combined Ford Division-dealer campaigns this year include 6,327 daily and weekly newspapers; 24-sheet outdoor posters in 4,854 communities; eight weekly, six general monthly and three "mechanics" magazines; 29 farm and 87 trade and vocational publications; "Ford Theater" on NBC-TV and "Robert Trout and the News" on CBS Radio network.

But announcement time sees the program stepped up—by such additions as spots on 107 TV and 1,418 radio stations. For the 1953 passenger cars 13,300,000 copies of sales literature were distributed. Point-of-purchase material bought by dealers totaled \$2 million—or 20% more than the year before.

Ford offered its first advance plan book in 1947.

Dealers received the book for the 1953 passenger cars in October, about two months before the cars were announced to the public, to give manufacturers of the various material time to fill orders. After dealers had seen the new cars at district meet-

ings in November, they ordered direct from Ford Division such material as catalogs and folders on specific products.

Promotional themes for the '53 cars are "The Swing is to Ford!" and "The New Standard of the American Road." The latter ties in directly with Ford Motor Company's institutional spreads in magazines.

In their introduction to the plan book, Frank McGinnis and Gordon C. Eldredge, Ford Division advertising manager, cite "41 'worth-more' features that make the car 'worth more when you buy it, worth more when you sell it.'"

Ford has tried to make every advertisement "hard-hitting and competitive": Product, advertising and timing all are "right." Dealers are exhorted to "continue to Push The Swing To Ford!"

One announcement advertisement, intended to dominate two newspaper pages, was 12½ columns by 250 lines. Describing another, Ford said: "Competition won't like ads like this but Ford Dealers will love 'em . . . They tell a straightforward story, make some claims and then back up the claims with facts that the prospect can see for himself." A new tag line reads: "See it . . . Value check it . . . Test-drive it."

Where Ads Run

Ford Division this year alternates its long use of Sunday comics with Sunday magazine sections, to reach 44 million homes. On this list are *The American Weekly*, Independent Group, Metropolitan Group, *Puck*—*The Comic Weekly*, and *This Week*.

Circulation of other magazines and farm magazines totals 43 million: *American Legion*, *Better Homes & Gardens*, *Capper's Farmer*, *Collier's*, *Country Gentleman*, *Farm Journal*, *Grit*, *Harper's Bazaar*, *Life*, *Look*, *Mechanix Illustrated*, *Newsweek*, *Pathfinder*, *Popular Mechanics*, *Popular Science Monthly*, *Progressive Farmer*, *The Saturday Evening Post*, *Sunset*, *Successful Farming*, *Time*, *U.S. News and World Report*, and *Vogue*.

Because "24-sheet posters are everywhere and are read by everybody," Ford schedules 13,000 of them.

Mat services for newspaper advertisements and sample commercials for radio and TV show dealers how to "build your own local ads . . ." Forty-three categories of point-of-purchase material are offered—from animated window trims to whirling tape. These include miniature Fords

for displays or favored youngsters; Hawaiian orchids for women prospects (bought by dealers in quantity for 15 cents each); compacts, lighters, ice scrapers, etc., etc.

Ford also promotes "Motor Mates" coats for women—"inspired by the '53 Ford," and with them traveling handbags of "Ford Victoria nylon," with leather trim.

On each of 11 right-hand pages of a "self-selling catalog" appears a "full-size, colorful car" and on the facing page its complete specifications . . . Color folders promote convertibles, hard tops and station wagons . . . Salesmen get a compact "All the Facts" book about all the cars . . . A 25-minute film on "The New Standard of the American Road" may be shown to dealers and salesmen, and to their prospects.

Unveiling of the '53 cars drew six million prospects.

Sendoff for Trucks

Meanwhile, in March, the new trucks got a similar sendoff. Announcement expenditures for them doubled those for '52 models. The media: 6,100 daily and weekly newspapers; 79 TV and 294 radio stations; 13,000 24-sheet posters; magazines with circulation of 22,481,959; 32 business papers in fields ranging from florists and food to laundry and lumber; 7,056,000 copies of "literature."

One p-o-p device for trucks is an animated demonstrator, 32 inches high, which develops Ford's linked-ball "molecular" theme. Colored balls connect with each other and a central six-inch ball, to show how features combine to form "the right truck for the right job and driver."

This "greatest line of Ford ECONOMY Trucks ever built!" offers 190 models, from 1,000- to 55,000-pound capacity.

The sellers of Fords have picked up some sales power. Lew Smead says that "in a competitive battle Ford is ready."

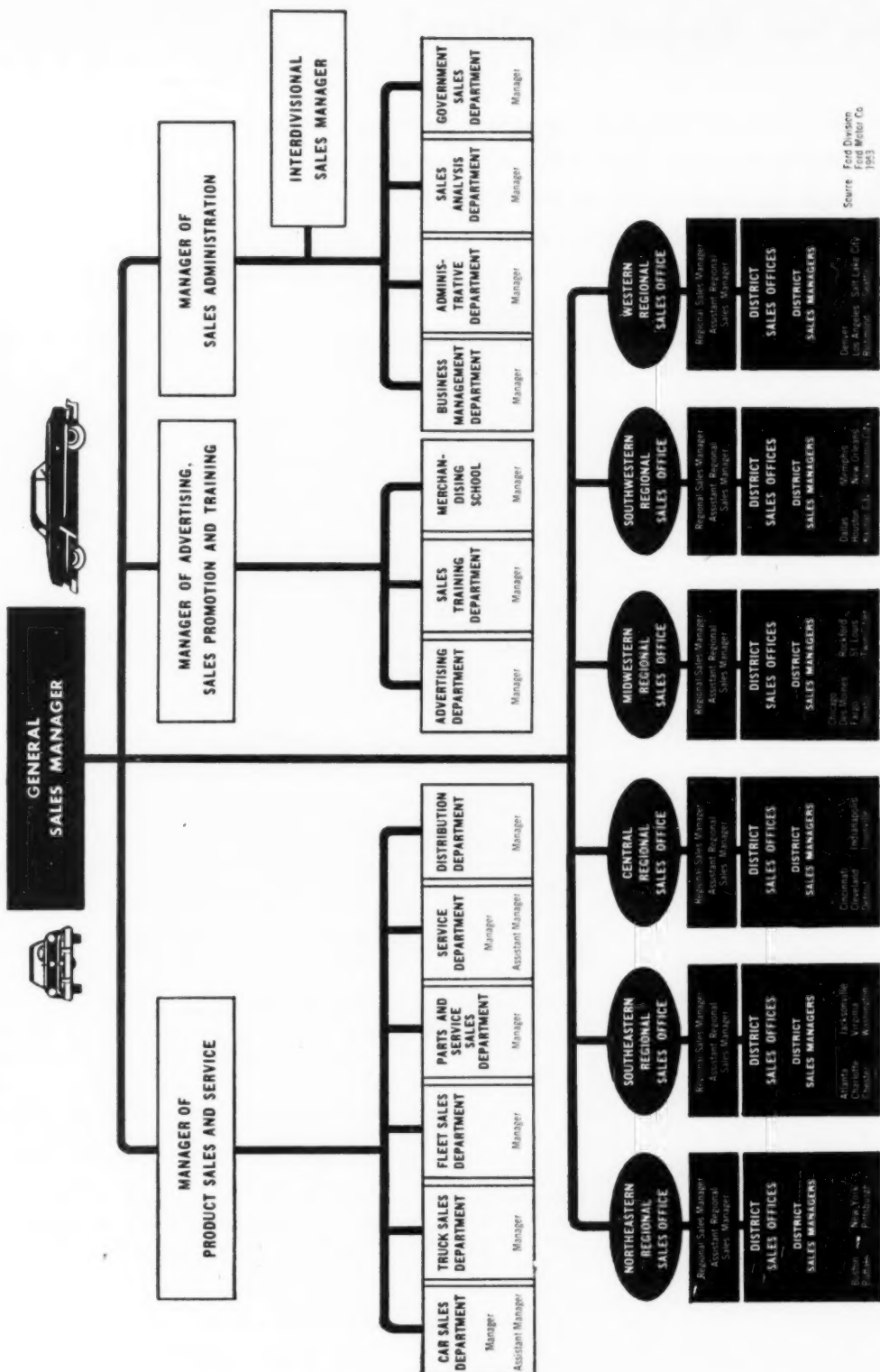
He doesn't discount Chevrolet: "The present champs are . . . too darn good. They have been champs for too many years."

To win the pennant, he tells dealers, Ford has to be "a lot better; we are keeping the batting average of each individual dealership . . . of each field manager, and of each district and regional manager.

"We'll all have to keep our batting averages up. We must lead in volume of sales, volume of profits and volume of satisfied customers.

"Ford will stand first!"

HOW FORD DIVISION HARNESSES SALES POWER



Source: Ford Division
Ford Motor Co.
Stearns
1953

Industrial Distributors Ripe for Robot Selling?

Self-service and vending machines are gaining in popularity in many consumer lines. How do manufacturers who sell through distributors—and distributors themselves—feel about the impact of today's less personal service?

BY LOUIS H. BRENDEN

Merchandising Director, James Thomas Chirurg Co.

If retail selling is headed for the slot machine, does this have any significance for the industrial distributor and his salesman? Are there any indications of a trend toward self-service in the industrial field?

Says J. A. Proven, vice-president in charge of sales, Porter-Cable Machine Co., Syracuse, N.Y., and president, American Supply & Machinery Manufacturers' Association, Inc.:

"My observation in the industrial field is that just the opposite is going on. I find more interest these days on the part of industrial supply distributors and manufacturers in doing a better job of training men than has gone on for many years. The dip in business in 1949 gave most of us a start. Rather than sit back and decide there was no future in trying to do anything about training salespeople, both the American Supply Association and the two distributor associations have tried to do something positive about it.

More Profitable Meetings

"In this connection the American Supply Association turned out a book, a joint effort with our distributor associations, on 'Making Sales Meetings More Profitable.' We are working with our distributor friends in joint committee today on better selling techniques, compiling lists of training films.

"I was delighted at our last convention to see a presentation of an eight-part training film which was a sell-out. Many of our members availed themselves of this film for the training of their own organizations despite the fact that it was specifically designed for distributor salesmen. When distributors and manufacturers put the money on the line that it takes

to buy this type of training material, I don't think there's much future in robot selling with the industrial supply people."

The Norton Company's vice-president, Ralph M. Johnson, says: "It is inconceivable to me that robot selling could invade the field of selling carried on by the industrial distributor. The variety of products which he has to sell and the variety of items in each product line would make it absolutely impossible to carry on robot selling."

A Dissenter

Another manufacturer, Robert A. Ferguson, president of the Rust-Oleum Corp., Evanston, Ill., expresses his feelings in this fashion: "Distributors are tending toward specialty selling—providing products and services which are 'tailor-made' to their customer's individual requirements. We believe that the competitive situation makes the need for knowing more about his products required if the industrial distributor salesman is to do the necessary service job which brings in business. It is obvious that this allows little opportunity for robot selling with the industrial distributor."

For the distributors' side, Stuart A. Russell, head of the J. Russell & Co., Holyoke, Mass., says: "Robot selling is here to stay without question, because it's one of the main ways to cut down overhead expenses. I can't fathom, however, how it can be applied to the industrial supply distributor. He will have to cut his operating costs, but in some other manner.

"The industrial supply distributor is a service organization and because of that he must carry practically every size in the book. Take metal fasten-

ers, for example. How could we ever find enough room to lay out and display every size which we are required to carry?

"... a large majority of the merchandise is sold in the field by the salesman and never picked up from display by the purchaser himself. It would hardly pay to set up a system for, say, 25% of the volume.

"Robot selling, has been devised for the consumer, who purchases for home consumption in broken box quantities. This is not analogous to the supply industry, which is a service industry, often sending the same items day by day and, often answering breakdowns and emergencies."

Another leading distributor, puts it this way: "Can you picture an industrial consumer advancing on the distributor's counter, depositing \$2 in a vending machine, and extracting therefrom one dozen size 80 Cleveland drills?

Self-Service—Not Robot

"It might be much easier for us to believe in 'self-service' for the industrial supply distributor's store than in robot selling. Self-service is at least a possibility and a fairly realistic one. It may come,—though I have my doubts of that too.

"Industrial supply distributors aren't retailers. Most of them don't depend on location and traffic. They must go out for the business. It doesn't come to them—only a fraction of it—let's say 15% or less."


From the South, Lloyd B. Mize head of Richmond's Industrial Supply Corp. states his ideas: "Robot selling would never have a place in our industry as far as I can see.

"In the first place, we would never fulfill the demand for 'service' which our industry and our customers require. Delivering the article is only one phase. To see that it is used or applied properly and then gives results, is another.

"The rapid changes in modern manufacturing and production today require a continual process on the part of industrial distributors to educate their salesmen, not in just getting the order, but to see that proper selection and proper application is made. I don't see how robot methods could accomplish that.

"Obtaining product knowledge from manufacturer representatives in sales meetings right in our own offices is almost a continual process itself. With 16,000 items in stock and with all the engineering and technical know-how necessary to render the proper service to our customers, I just

Don't fill in this Valuable Questionnaire unless you're interested in the \$2½ billion Built-to-Order Home Building Market



- Is the Quality Home Market (families who are planning to build custom homes for their own occupancy) important to me?
- Does this "consuming" owner have anything to say about the selection of what I have for sale?
- Do I have consumer literature to help him make that selection?
- Am I interested in reaching the custom home-planning market without wasting my literature on dreamers and the idly curious?
- Would I like to reach that market more effectively and more economically than through the method I'm now using?

YES	NO

IF YOUR ANSWERS ARE "YES"...WHY WAIT?

Hurry—Hurry—Hurry

The Market is Here Waiting for You . . . through the F. W. DODGE Revolutionary New Method—"Planning Kit for Our New Home."

This is the best method ever devised for getting your sales literature into the hands of families who are definitely committed to build a one-family home for their own occupancy.

Names of these families are *verified* by F. W. Dodge field representatives. Each home planner receives a "Planning Kit" BEFORE he has made his buying decision.

Why not be sure YOUR literature is read by this outstanding group of prospects?

SERVICE STARTS JUNE

For Full Details, write or call

PLANNING KIT FOR OUR NEW HOME

F. W. DODGE CORPORATION, Consumer Services Dept.
119 West 40th Street, New York 18, LOnacre 3-0700



"Costs per inquiry
...lower," says...

PREFABRICATED Home MANUFACTURERS' Institute
900 20th STREET, N. W. WASHINGTON 6, D. C. REPUBLIC 7-5775

April 29, 1953

Mr. T. E. Callis, Director of Advertising
The Wall Street Journal
44 Broad Street
New York, New York

Dear Mr. Callis:

You will be pleased to know the part advertising in the Wall Street Journal has had in the steady progress being made by the Prefabricated Homes Industry.

Costs per inquiry of advertising in your publication have been lower than for any of the general magazines or trade publications on our schedule.

The past five years have established a strong trend for the better home values offered by prefabrication. Advertising in your publication has made a special contribution to this trend among builders and bankers as well as the general public. Thanks for a good job in presenting our industry's message to your readers.

Very truly yours,

Hart Anderson
Hart Anderson
Chairman, Advertising Committee
Prefabricated Home Manufacturers
Institute

HA:fk1

You get your best advertising dollar's worth in The Wall Street Journal. Without waste motion, The Journal reaches your best business customers. Thus, each response from a Journal reader is more likely to result in a sale.

To cut costs per inquiry place your message before this buy-minded audience. Others have proof. You, too, can get similar results through the only national business daily—The Wall Street Journal.

ABC Circulation: 250,208 (6 Months Average)

THE WALL STREET JOURNAL

Published at:

•NEW YORK
Eastern Edition
44 Broad Street

•CHICAGO
Midwest Edition
12 East Grand Avenue

•DALLAS
Southwest Edition
911 Young Street

•SAN FRANCISCO
Pacific Coast Edition
415 Bush Street

We should remember that the order is the payoff for every individual in the organization and not merely for the salesman alone.

Where Do You Go from No
—Leon Epstein

do not see how robot selling could be a factor."

Robert G. Patterson, general sales manager and vice-president, Lamson & Sessions Co., Cleveland, O., briefs his views: "Entirely too much reliance is being placed in advertising and so-called creative customer demand at the industrial level. A wide range of the products sold by distributors require a service, either educational or otherwise, frequently both at the time of sale and at the time of usage, and I can't see how this is going to be done except by trained semi-technical sales personnel."

President of the National Industrial Distributors Association, H. E. Torell, adds this: "... The profitable use of industrial supplies by industry frequently depends on the distributor to see that the equipment is properly selected, installed, operated and maintained. Robot selling can provide none of these responsibilities. The industrial supply salesman is the product of many years of training and experience. All of our salesmen here at the Syracuse Supply Co. receive a minimum of 100 hours of formal training and instruction, outside of regular working hours, each year."

Old man Robot is told to stay away from the distributor's door by means of a series of seven sound slidefilm sales meetings prepared by the National and Southern Industrial Distributor Associations mentioned by Mr. Proven. Less than a year old, hundreds of distributors pay \$325 for this training aid. The scope of this educational program is indicated by the titles of these seven meetings:

1. How Do I Look in My Sales Mirror?
2. Am I My Own Competitor?
3. Do I Know My Real Customers?
4. Am I Telling My Whole Sales Story?
5. Can I Stand Up to Real Resistance?
6. Which Plus Services Must We Drop?
7. What Is My Share?

SALES MANAGEMENT

You can reach nearly

2

out of every

3

families

in the top three markets with this

1 great buy!

FIRST 3 Markets Group gives you the FIRST Sections of the FIRST Newspapers of the FIRST 3 Cities of the United States. And, in these sections, the finest Rotogravure and Colorgravure reproduction assures you maximum package and product EYEdentification. FIRST 3 Markets Group gives your advertising an efficient, low-cost yet vital "Sunday Punch."

Increase your sales with this 1 great buy:



The group with the Sunday Punch

FIRST 3
MARKETS GROUP

New York Sunday News
Chicago Sunday Tribune
Philadelphia Sunday Inquirer

Rotogravure/Colorgravure
Picture Sections/Magazine Sections

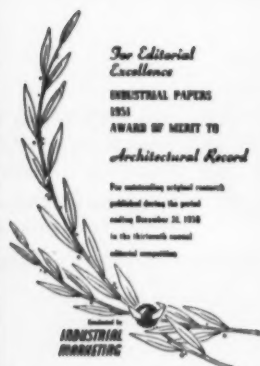
New York 17, N. Y. News Building, 220 East 42nd Street, VAnDerbilt 6-4894
Chicago 11, Ill., Tribune Tower, SuPerior 7-0043
San Francisco 4, Calif., 155 Montgomery Street, GArfield 1-7948
Los Angeles 17, Calif., 1127 Wilshire Boulevard, MiChigan 0259

Another
reason why
**Architectural
Record** leads
the field by
1,000 advertising
pages a year*

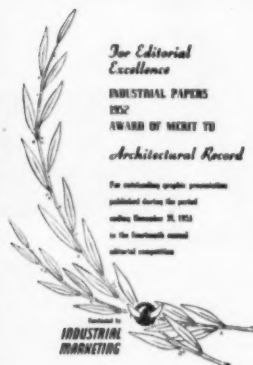


First Award—best graphic presentation—"Architecture in Hawaii," October and November 1950 issue.

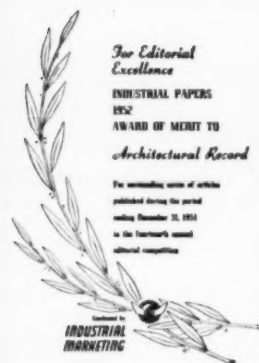
22 Awards



Award of Merit—outstanding original research—"Motels," March 1950.



Award of Merit—outstanding graphic presentation—"Vacation House in Oregon," July 1951 issue.



Award of Merit—outstanding series of articles—"Philosophy of Architecture" (1951).



First Award—best single issue—October 1950 issue featuring "Mental Hospitals and Schools."



Certificate of Excellence—outstanding graphic presentation—October 1951 issue.



Certificate of Excellence—outstanding graphic presentation—May 1952 issue.

for Editorial Excellence

confirm the judgment of readers and advertisers

Nine of these 22 editorial awards have come to Architectural Record in the past two years . . . including seven awards in Industrial Marketing's Annual Business Paper Editorial Achievement Competition.

No magazine has ever duplicated the Record's record of two first awards and five awards of merit in two consecutive years in Industrial Marketing's fourteen-year-old business paper editorial competition.

These many editorial awards strongly confirm the judgment of . . .

• Architects and engineers who have steadily voted Architectural Record their preferred magazine in 45

out of 51 readership studies sponsored by building product manufacturers and agencies (including all eleven surveys since January 1952) and . . .

• Advertisers of building products who year after year place more pages of advertising in Architectural Record than in any other architectural magazine—over 50% more pages in 1952 and thus far in 1953!

Put the workbook of architects and engineers to work for your sales force now. You'll reach more architects—at the lowest cost per page per thousand. And your coverage of over 85% of all architect-engineer-designed building is documented by Dodge Reports.



Award of Merit—outstanding single issue—the June 1951 issue featuring "Schools and School Practice."



Award of Merit—outstanding original research—"Next Year's Boom Will Be Different," November 1950.



119 West 40th Street
New York 18, N. Y.
LOngacre 3-0700

Architectural Record

"workbook of the active architect and engineer"

*1952: Architectural Record, 2,817 pages; second magazine, 1,834 pages. First quarter 1953: Architectural Record, 720 pages; second magazine, 414 pages. Source: Industrial Marketing.

Mr. Cunningham preaches this . . .

"The Need for Personal Salesmanship Is Dwindling"

Excerpts from speech made by John P. Cunningham, retiring chairman of the American Association of Advertising Agencies, at the spring convention of that association.

One of the bright facets—of the current economic miracle—is the surety with which advertising is slowly eliminating many of the middlemen between the producer and the consumer. *In most areas the need for personal salesmanship is dwindling year after year. . . .*

Since 1940 alone the need for salespeople in all fields has been reduced by one-fourth.

In 1940 one sales worker produced \$85,000 worth of physical sales per year.

In 1950 one sales worker produced \$115,000 worth of physical sales. These figures have been adjusted to take out inflation.

To state it simply, each salesman today is covering 35% more actual physical volume than in 1940. Otherwise we would need one additional salesman for every three we had in 1940.

So we are steadily decreasing the number of middlemen necessary between farm and factory—and the consumer . . .

Advertising is a great pre-assurer.

It is slowly taking the place of countless numbers of door-to-door salesmen, counter salesmen, demonstrators, and jobber salesmen. . . .

Advertising is saying a slow "good-bye" to the middleman and a happy economic "hello" to low-cost, packaged, frozen strawberries in January.

What about the cost of advertising versus the cost of personal salesmanship? Arno Johnson says that advertising is today's biggest bargain in selling.

He says that since 1941 the cost of reaching \$1,000 in purchasing power through advertising is down 38%!

The cost of reaching a similar \$1,000 in purchasing power through *personal* selling is up 10%!

Advertisers would do well to re-evaluate their monies budgeted for personal selling versus those budgeted for advertising.

Some day we may buy all our goods from the street walls with coin slots or from vast drive-in stores where, without leaving our cars, we will accomplish selection, pick-up and delivery.

This may sadden some members of the Sales Executives Club, but they can be comforted by the fact that they can exercise their talents on a grander scale for a briefer time. When they need less time to sell, they will have more leisure to buy.

Personal Salesmen: Will Advertising Take Their Place?

Are we heading for an Economy without Salesmen (and, of course, without Sales Executives)?

That seems to be the conclusion of agencyman John P. Cunningham, retiring chairman of the American Association of Advertising Agencies, whose challenging speech is excerpted in the box above.

The need for personal salesmanship is declining, he argues . . . advertising is taking its place . . . advertisers would do well to re-evaluate their monies budgeted for personal selling versus those budgeted for advertising.

Curiously, these thoughts appear in part to be in conflict with Mr. Cunningham's promotion advertising for his own agency. For some months Cunningham & Walsh has been presenting highly able copy on the

agency's philosophy of selling. (Incidentally, a C. & W. advertisement ran in SALES MANAGEMENT.) We understand Mr. Cunningham shares personal responsibility for authorship of the copy.

One thing that dominates the C. & W. agency promotional copy is the fundamental that "advertising is a part of selling." Each of the advertisements features a C. & W. writer or executive working out in the field for a client—behind the pump at a Texaco station or selling International Silver in a retail store because "he knows you can't sell any product in advertising unless you know what sells it in the store," or back of a travel counter for Northwest Airlines or Cook's Tours because "he can't write advertising

copy that sells unless he knows what clinches the sale at the point-of-purchase."

Therefore, we don't believe Mr. Cunningham intended his remarks to be taken literally. If he did, there seem to be a few holes in the cheese.

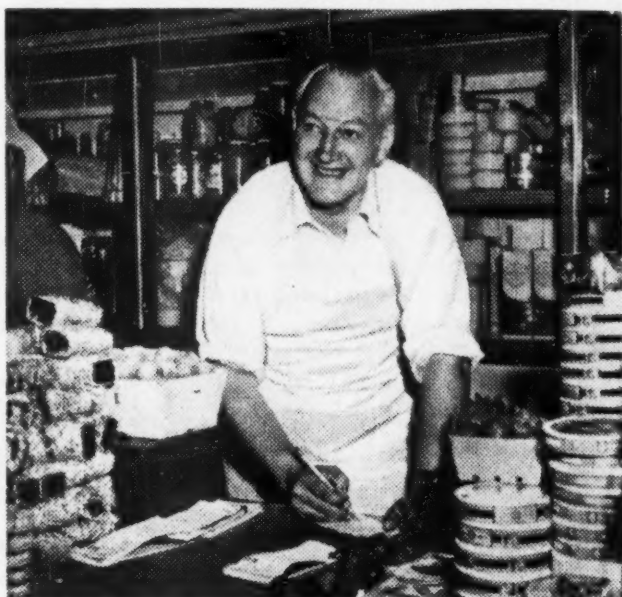
For instance: Mr. Cunningham says good-bye to the salesman with an "advertising only" example of low-cost, packaged, frozen strawberries in January. He projects a "salesman-less world" of coin-machines and drive-ins.

OK. Let's buy for the moment that future vision. But let's also retrace the steps before our strawberries slide out from the machine.

In order to grow anything you've got to have land. We can't envision the machine that will eject acreage

... but practices this:

The man from Cunningham & Walsh



This man is Robert R. Newell, a vice president and director of our advertising agency. Yes, he is really working in a food store. Why? It's part of his job as officer in charge of the Sunshine account.

He feels, as we all do, that we can't create advertising that sells if we don't know what sells the product at the point of sale.

That's why we have a fixed policy that all creative people must work one full week a year in the retail field.

Their written reports from the field contain a wealth of selling information. Perhaps your business could profit by this extra service.

Cunningham & Walsh, Inc., 260 Madison Ave., New York 16, N. Y.

—or dispense entirely with the real estate salesman who brings buyer and seller together.

Next, you've got to cultivate the land and that requires heavy equipment—slightly oversize for almost any coin-machine. It's expensive, too. So expensive that we expect Caterpillar, International Harvester and Massey-Harris will want to continue their salesmen on the payroll to sales-engineer the farmers' problems, needs and credit.

Of course raw land usually needs fertilizer—again a little bulky (and stuffy) for coin-machines.

If the strawberries bloom, somebody has to sell the farmer a truck to get them to market or warehouse. And somebody has to sell the jobber on air cargo or car space for shipment to the processor. And somebody has to sell the processor on preserva-

tives, additives, paper or plastic, packaging machinery, printing, freezing equipment and even further air, truck or rail transportation.

Then the manufacturer has to buy, sell or lease space to install his coin-machine. And *somebody* has to sell him the coin-machine (trace that one back, if you like). If the manufacturer owns his own coin-machine strawberry dispensers, chances are he'll wind up needing more than one product to survive. And that means more buyers and sellers all through the chain. And more salesmen, not machines, to bring together *and close* buyer and seller.

On the other hand, if the manufacturer rents machine space from the "obsolete" retailer, it means he's in competition with many other products and will need even more salesmen for sales and service.

Sure, advertising can and does *help* produce mass sales—for fertilizer and frozen strawberries. SM editorially in every issue marshals facts and ideas proving that we are under-advertising—under-selling.

But we believe that the biggest single deterrent to more and better selling—and more and better advertising as an integral part of selling—is that we have been too slow in developing business leaders who have a sound appreciation of *both* selling and advertising—and how they work together.

Certainly there is a waste in "too many middlemen." But we submit that there's far greater waste with blue-sky ad-men who talk only of "big smashes" and have only a superficial acquaintance with all the requirements preliminary to the closing of any sale. Mr. Cunningham takes himself out of that group with the promotion copy for his own agency.

Equally, we feel that there's vast waste among far too many sales executives who view advertising with suspicion, perhaps only tolerate it, consider it a threat to their welfare, cut it at the first sign of recession, have never really studied it to see how it can help integrate their entire sales program.

And before ad-men and sales executives start choosing up sides and taking bows for this wonderful mass production-mass sales economy, they might pause and look at another often-maligned group of executives in America—the financial men. As Jim Nance of Packard puts it, "One of the inventions necessary to achieve the American Miracle was installment credit. Without such a financial invention, all the inventions that have given us mass production (and mass selling) would have been ineffectual."

You can bet we're going to continue progressing with new sales and advertising techniques: coin-machines; rocket sky-writing; smell-a-vision. Sure, we can eliminate waste middlemen, but not the personal salesmanship responsible for closing all the sales involved in the chain.

Our most immediate opportunity for increased effectiveness in selling and advertising (and bigger advertising budgets) is a more realistic appreciation by both sales and ad-men of how to integrate advertising with all the other tools of selling.

This principle has been one of SM's editorial keystones throughout the past 25 years of sales and advertising progress. We expect it will still be so during the days of coin-machines and space ships.

The Editors of
SALES MANAGEMENT

HE okayed Roanoke, Passaic,
Appleton, Utica and Gary
for a place on the newspaper list . . .

How did you make out?

SALES MANAGEMENT has just confronted sales executives of thirty different kinds of products with newspaper advertisements run by their companies in thirty-two cities (including those above). We asked four questions . . . got these answers.

- (1) *Were you consulted before X newspaper was put on the list for this ad?*

YES 73.8% No 26.2%

- (2) *Will you be consulted when the contract is up for renewal?*

YES 79.5% No 20.5%

- (3) *Do your branch or district managers have a voice in your newspaper advertising?*

YES 87.3% No 12.7%

These answers emphasize something you've run across yourself any number of times . . . something that's established beyond doubt by impartial surveys and corporate organization charts—namely, that the sales executive is the top company authority on advertising matters. He has the last word on media . . . and *must be sold*.

SALESMEN CAN'T SELL HIM

But your salesmen can't sell him because he doesn't . . . as a rule . . . see salesmen. Here's how these executives answered our fourth question:

- (4) *Do you, as a rule, see newspaper space salesmen?*

NO 74.6% Yes 25.4%

SALES MANAGEMENT is the only magazine edited specifically for the sales executive . . . and provides *throughout the year* both the know-how of his job and the *local market data* that shows him where he can most profitably apply his know-how. (No wonder SM's subscription renewal is currently 81.3% . . . and at \$8 a subscription!)

No other magazine in the sales and advertising fields gives this *twofold* guidance. SALES MANAGEMENT, in fact, is the only one of these magazines to which *both* sales and advertising executives can turn for data on local markets.

This twofold editorial service is just one reason why

SALES MANAGEMENT carries advertising each year from more newspapers, radio and TV stations . . . more LOCAL media . . . than any of the other magazines.* We'll be happy to give you many other reasons—along with the complete story on this current survey on newspaper selection.

* Lyndon Service reports.

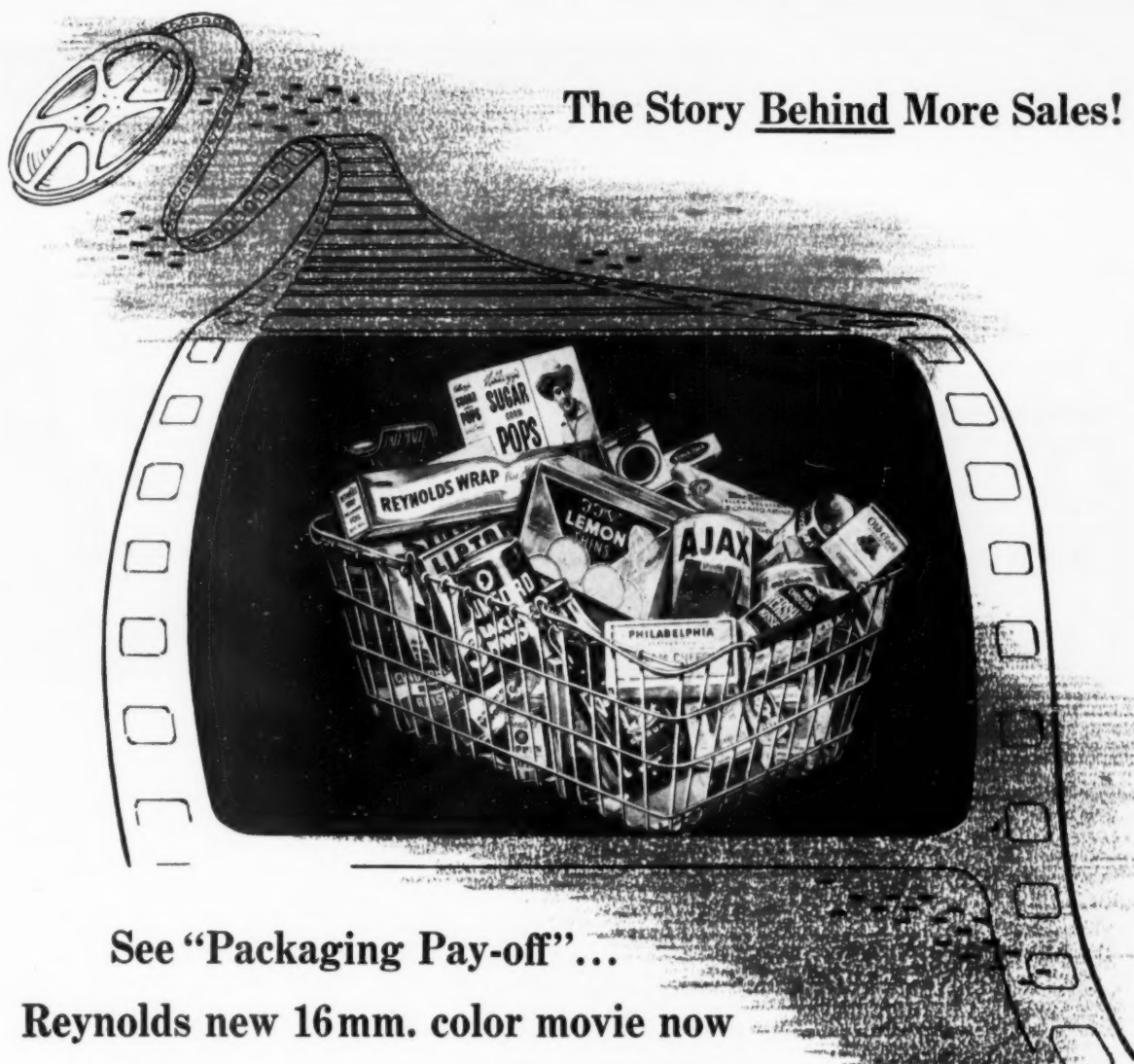
Sales Management
THE MAGAZINE OF MARKETING

386 Fourth Avenue, New York 16, N. Y.

333 North Michigan Avenue, Chicago 1, Illinois

15 East de la Guerra, P. O. Box 419, Santa Barbara, California

The Story Behind More Sales!



See "Packaging Pay-off"...

Reynolds new 16mm. color movie now
available for *your* private showing!



Join "The Greatest
Sales Show on Earth!"

Packaging men who have seen Reynolds new color-sound motion picture pronounce it one of the most *informative* ever filmed. Especially noteworthy are the sequences of automatic packaging taken on-the-spot in manufacturing plants from coast to coast.

The plot of the picture is taken from life...the transformation of a good product with limited distribution into a national best-seller by Reynolds Aluminum Foil packaging.

You and your staff should see this "story behind more sales." It takes only 25 minutes to show...in your office, at your convenience. To arrange it, just write Motion Picture Division, Reynolds Metals Company, Louisville 1, Kentucky.

REYNOLDS ALUMINUM

SEE "MISTER PEEPERS," starring Wally Cox, Sundays, NBC Television Network

HEAR "Fibber McGee and Molly," Tuesdays, NBC Radio Network

POINTERS TO PROGRESS—James W. Austin (right), vice-president, traffic and sales, and John Andersen, sales promotion manager—who conceived Capital's "Parade of Prizes" contest for all employees—study current "league" standings.



All-Employee Contest Checks Capital's Seasonal Slump

"Parade of Prizes" fight on traditional winter decline spurs sales, service, savings efforts of 4,600 folks. From first quarter of 1952: Passenger revenue rose 24%; cargo revenue climbed 10%; operating loss was cut 78%.

"Only the concerted effort of every one of us," wrote James Henry (Slim) Carmichael last December, "can overcome the historic slump of business in the first quarter."

The president of Capital Airlines, Inc., sent this letter to the homes of its 4,600 employees, at the Washington general office and at 50 other stations serving 73 cities.

He asked their vigorous participation in a "make-a-profit" contest from January 1 to March 31. He offered a "Parade of Prizes" based on ability to:

1. Improve product or "service."
2. Increase sales revenue.
3. Reduce expenses.

On April 23 *The Washington Post* reported:

"Capital Airlines has vanquished its usual winter financial slump a couple of months early this year.

"March revenues of \$3,420,259 were 25% above March 1952. An operating profit of \$87,661 . . . compared with an operating loss of \$221,636 . . ."

And against a first-quarter loss of \$1,250,000, in 1952, Capital was in the red only \$280,000 for first-quarter 1953. A year ago the system did not move into the black until July 7. This year it began to make money on April 13.

The Jack Frost jinx had plagued Capital throughout its 26 years. Although it flies south to Mobile and New Orleans, the bulk of its business is across northern routes from Wash-

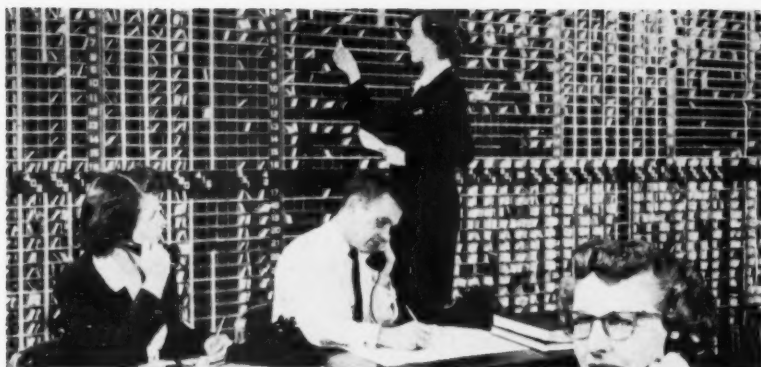
ington and New York to Chicago, Milwaukee and Minneapolis-St. Paul. For two decades a year's first—and worst—quarter produced less than half the volume of the best.

Then with improved planes and navigational aids, and heavy year-round advertising—especially in the winter—Capital lifted the ratio to 70%. In 1952 the four quarters provided, in turn, 20%, 28%, 27% and 25% of the year's revenue total.

The "Parade of Prizes" lifted winter still higher.

On December 23 Capital mailed to each employee's home a brochure on contest rules and "The Big Payoff" in merchandise prizes. On December 29 the mail brought a 50-page prize book. It restated the rules and the basis of payment on merit points, and showed hundreds of prizes available for men, women, children and the home.

Fortnightly, during the contest period Carmichael sent each employee a progress report. And every Thursday, at 4 p.m., he talked over closed-circuit long-distance telephone with an average of 70% of all employees at



"I am Elsie Cusma . . .

I work for Capital Airlines in the Washington reservations office, a small part of which is shown in this picture.

When you call me or any of the other reservationists who work for Capital, you'll find us genuinely interested in arranging the BEST in Air Transportation for you. OUR slogan is "Welcome Traveler."

We're proud of the fact that Capital's reservation system is recognized as one of the best in the travel industry. It is fast and accurate . . . that's why we can usually give you an immediate cheerful "YES" when you call for reservations on one of our flights.

Other friendly, experienced people take over where we reservationists leave off. It is our earnest desire to make every detail of your contact with Capital pleasant in every respect.

The next time you plan a trip, I'd appreciate your letting me make your reservations. In case you're not in Washington, I am sure you will receive the same courteous service in any other Capital city. A service that says, "Welcome Traveler."



Elsie Cusma

Capital
AIRLINES

Capital Airlines has 26 years of experience serving air-minded America and operates 500 flights daily between 75 major cities.

PLEASED TO FLY YOU—A lot of Capital people say "Welcome Traveler" in a lot of different ways. On a folder (left) Elsie Cusma, Washington reservations clerk, extends her invitation . . . Capital also emphasizes this theme in dailies in 73 cities.

WELCOME TRAVELER!



Fly Low-cost Capital Constellations

Direct to
MILWAUKEE

MINNEAPOLIS and ST. PAUL

Other daily service to Chicago, Detroit, Cleveland, Pittsburgh and Norfolk

and Atlantic City, Wash. D.C., and New York

From Office: Call 1-800-221-2211, or your nearest agent

Travel Offices: Call 1-800-221-2211, or your nearest agent

Capital Airlines, Office: 1000 14th Street, N.W., Washington, D.C.

Capital
AIRLINES

stations across the system. General Office people in all departments in Washington listened in over loud speakers.

Campaign managers were district sales operations and maintenance managers, and section heads at Washington, where about half Capital's people are employed.

Promotional material included special editions of the *Capitaliner*; campaign bulletins for local use; posters on "teamwork"; quota charts and standings for monthly and three-month periods; hangar banners; advertising novelties called "P.O.P. Pushers."

On the cover of a "Parade of Prizes" brochure marched nine men and women — representing Operations, Treasury, Hostesses, Communications, Flight, Secretaries and Clerks, Sales, Administration and Maintenance. Slim Carmichael emphasized that "there's a job to be done by everyone—especially those in non-selling positions." A stenographer might help her hairdresser plan a trip. A ramp service man could tell his friends of "the famous hunting, skiing and fishing spots reached by Capital." A mechanic "can convince anyone that Capital is unequalled in maintenance and operation."

If each employe "talked Capital to one new person each day for 90 days," said Slim, "we'd reach 414,-

000 potential new customers."

And employes' families should talk Capital, too.

The contest was conceived by James W. Austin, vice-president, traffic and sales, and John Andersen, sales promotion manager. Belnap & Thompson, Inc., Chicago, provided the catalog and filled employes' orders for prizes. It was primarily a sales contest, Jim Austin explains. But the savings achieved in everything from carbon paper and paper clips to travel and telephone calls helped to rate merit points. (One slogan was "Put on Pressure to Reduce Expenses.") And through "Welcome Traveler" efforts in newspapers, mail, point-of-purchase and other media, it was a service contest to get more people to try and refly Capital.

Passengers provide 90% of Capital's revenue. They were the primary target in the system objective of \$10 million volume in the contest period. (Actual break-even point was \$9,-820,000.) But merit points also were given for selling more air express, freight and mail.

Station quotas, assigned monthly, were based on the system's break-even point. Every person in a station reaching its three-month goal would win merit points. Flight crews were made part of the station at which they were based. If the over-all company goal was reached, each general

office employe would get merit points. Washington departments also "sponsored" individual stations, and profited with them on their progress.

First payoff—100 merit points—would be made when a station or the general office made 85% of the three-month goal. At 90, 95 and 100% of quota, 100 more points would be awarded. Above 100% 100 merit points would be given for each percentage point. "The big payoff starts," Capital said, "when you reach 100% of quota."

The 51 stations were divided into five leagues. Every employe in a league-leading station at the contest's end was to get a bonus of 900 points—"provided that station has exceeded its quota. . . . If the entire airline attains 100% of quota," each employe in "league-leading stations" would get a bonus of 1,800 merit points.

The general office was formed into 51 sections: "If the field station they sponsor wins its league race," each employe in that general office section would get a bonus of 750 merit points. And if the system reached 100% of quota, each employe in sections sponsoring league-leading stations would receive 1,500 merit points.

Outstanding individual jobs also would bring "sur-prizes."

Carmichael's Executive Department found itself sponsor of Saginaw,

here's help with your **five**

Every industrial marketer has these 5 basic catalog problems:



1 design

To fit product information to the separate needs of each separate buying group.

2 production

To get out from under production detail, and to get quality results at quantity prices.

3 coverage

To locate the right companies, right offices, right people...who should receive his catalog.

4 accessibility

To arrange to anchor the catalog in the offices of his prospects...so that they can always find it.

5 coordination

To tie good catalog procedure in with advertising and selling.



catalog needs

Sweet's long experience in catalog design, production and distribution can help lighten your load on any one or any combination of your five basic catalog needs.

Sweet's will help you analyze your markets; determine buyers' requirements in each market; plan catalogs for specific buying groups; organize contents for ease of use; prepare rough and finished dummies.

Sweet's will assume full responsibility for all details of drawings, photographs, engravings, type composition, printing, binding. Because of the volume handled, Sweet's can offer the advantages of quantity printing without sacrifice in quality.

Sweet's will help you improve your catalog coverage pattern. We spend over a quarter of a million dollars a year to find out exactly which people in the right offices, in the right companies have the most need for your catalog.

Sweet's will place your catalog, bound together with other manufacturers' catalogs of interest to your prospects, right where it can be found when buying needs arise.

If you distribute your catalog under the Sweet's plan, we can provide specific suggestions for reminding prospects that your catalog is on hand in their offices. And we can offer practical ideas for helping your salesman make better use of your catalog in their selling. Thus Sweet's can help you improve your over-all marketing efficiency.

If you sell to industrial or construction markets, the Sweet's man in your locality will be glad to show you how other industrial marketers use Sweet's facilities to work out better solutions to their catalog problems.

Sweet's Catalog Service

designers, producers and distributors of manufacturers' market-specialized catalogs

DIVISION OF F. W. DODGE CORPORATION

119 WEST 40th STREET, NEW YORK 18, NEW YORK

Boston Buffalo Chicago Cincinnati Cleveland Detroit Los Angeles Philadelphia Pittsburgh St. Louis San Francisco



FREE: Pocket-size booklet, "How to Improve Marketing Efficiency through Improved Catalog Procedure." Write Dept. 7, Sweet's Catalog Service, 119 West 40th St., New York 18, N. Y.

"This is the size we make for the Growing Greensboro Market!"

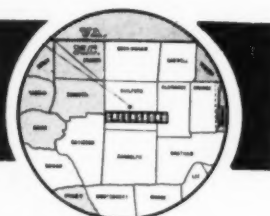


NOBODY "HOLDS THE PICCOLO" in the selling symphony that performs continuously in the Growing Greensboro Market — maestro market in the South's No. 1 State! . . . Your audience: more people live within a 50-mile radius of Greensboro than any other Southeastern city . . . The applause for your own "Sales Symphony" will be expressed by 1/6 of North Carolina's people who purchase 1/5 of the state's food, furniture, gasoline, general merchandise, and apparel . . . That's an appreciative audience, indeed! . . . Schedule your "Pop Concert" in the Growing Greensboro Market — with the daily appearance of the 100,000 piece ensemble directed by the GREENSBORO NEWS and RECORD . . .

The only medium with dominant coverage in the Greensboro 12-County ABC Market, and with selling influence in over half of North Carolina!

Greensboro News and Record

GREENSBORO, NORTH CAROLINA
Represented by Jann & Kelley, Inc.



Sales Management Figures

Mich.; Austin's Traffic & Sales drew Chattanooga; Joel S. Daniels' Advertising Department got Flint, Mich.; Hayes Dever's Publicity Department, Newport News, Va. Some others: General Auditing, Akron-Canton; Machine Shop, Baltimore; Stenographic Pool, Muskegon.

Local leaders and sponsor groups spurred each other on.

Capital's Board Room became Campaign Headquarters. Employees dropped in to see how "their" stations were doing. Station bulletin boards carried month-by-month standings of all stations.

Experience has shown, Slim told campaign managers, "that March should be a little better than January or February. So we start with a figure which should give us a small loss in the first two months and an equally small profit in March."

Each station's "slice of the pie" was determined on an "average of two parts past performance and one part quota. But Carmichael told campaign managers, "since your quota has been concocted this way for so many months, it should be about 99 44/100ths performance. . . Then we look at your percentage of participa-

tion for a year ago to determine if you have a peculiar seasonal problem—or advantage. The result is your per cent of the quota we're looking for. . . If it looks tough, it's because we're tackling a tough problem. . ."

Three-month station quotas ranged from \$1.2 million for Washington, and about \$1 million each for Chicago, Pittsburgh and New York down to \$2,000 for Reading, Pa.

100,000 "Welcome" Cards

Non-selling employees distributed among prospects 100,000 "Welcome Traveler" cards. Each card turned in brought credit to the employee. The card said:

Welcome This Traveler

Please extend every possible courtesy
To:
Presented by:

Instructions added: "Please present this 'Welcome' card to any Capital Airline ticket office when you pick up your reservations and ticket. The employee who gave it to you will receive credit . . ."

Cards for field people were ivory, for general office people, yellow. A general office employee would get 25

bonus points for each card actually turned in for a ticket. Each employee in his section also would get 20 points, and 20 more points would be divided among personnel of "his" station. However, field station people would get "no predetermined payoff, lest they start attaching cards to auditors' coupons turned in by the station. The purpose of the program, Capital emphasized, is to "develop new business."

But field leaders were urged to "sell your group on using these cards in their off hours." Their personal contacts could help the station achieve quota. Merit points would be given employees in all stations for "outstanding jobs in creating new business."

If, for instance, general office received 50 cards signed by a mechanic in Chicago, Capital would verify his "claim" with his superior, and award points to him.

Campaign leaders also received "welcome" cards for employees to mail to out-of-town friends. Space on the left permitted an employee to write a personal message. On the right was prospect's name and address—which when inserted in a window envelope,

became a mail address. The "welcome" section could be detached before presentation to ticket counter. Capital provided envelopes and paid postage.

Personal "welcomes" of customers by individual employees get wider circulation. On one monthly blotter Mae Graves, ticket agent at Norfolk, says, "The next time you plan a trip I'd like to be of service." So would the people in "Any of Capital's offices." . . . On other "welcome" blotters appear Don Ketter, a senior operations agent, and Carl Burke, a flight engineer. . . . On a folder Elsie Cusma, Washington reservations clerk, extends her invitation. In a broadside Steve Szalma, a chief mechanic at Washington Overhaul, "assures you that your safety and comfort are uppermost in our minds." A foldout piece on the "Cloud Club Lounge" on Capital's Constellations extends an invitation from Capt. Jack Neale: "My crew and I would like you to fly with us the next time you plan a trip."

Capital also "welcomes travelers" in its campaign, through Lewis Edwin Ryan Agency, Washington, in 125 newspapers in 73 cities. The contest itself was publicized in all these cities.

To employees the wiping-out of the

winter slump meant more than prizes: It meant job security.

When Carmichael became president and Austin vice-president, Capital was losing money fast. In 1947, on total revenue of \$20.2 million, the line lost \$880,000. The new management had to cut the number of employees from 5,200 to 2,950. This year 4,600 employees are expected to produce at least \$45 million revenue.

Job Security, Too

Not long ago Capital had 15% fewer employees in the worst than in the best quarters. This has since been reduced to approximately 3%. For three years the "winter slump" has cost no employee his job. Some of the normal number who left voluntarily were not replaced.

The contest proved a further guarantee of steady jobs.

The five leagues each embraced stations of comparable opportunity. Thus in the "American League" were such traffic centers as Buffalo, Chicago, Cleveland, Detroit, New York, Pittsburgh and Washington. The "Southern League" stretched from Pellston, Mich., and Elmira, N. Y., to High Point, N. C., and Huntsville, Ala.

January standings showed Harris-

burg out front, with 194% of quota. Other league leaders were Rochester, 110.6%; Pittsburgh, 110.1%; Richmond, 106.7%; and Wheeling, 110.14%. Twenty-one stations passed 100% of quota. Only seven were below the base payoff level of 85%. System quota for January—worst month of the year—was \$3,257,111. Revenue reached \$3,106,745—or 95.4% of quota.

January-February results put Harrisburg, at 202.5%, and Richmond, 131.4%, far ahead. But Clarksburg had passed Wheeling. Atlanta moved ahead of Rochester. Buffalo led Pittsburgh by a nose. Against two-month quota of \$6,416,066, system revenue was \$6,120,885.

"Unfortunately," Jim Austin wrote campaign leaders, "the sizable increase in revenue was not great enough to offset the tremendous increase in expense. . . . March calls for maximum ingenuity."

In a "Carmichael Sweepstakes" the last week in March each station in each league (excluding Harrisburg and Richmond) making the greatest gain in per cent of quota for the week would get 250 bonus points for each of its people.

At the contest's finish Harrisburg was on top with 177.7%, or 9,070 points. Other league leaders were

IN THE MONEY!



South Bend families are the "buyingest" families in Indiana. Know why? They earn more. South Bend ranks 4th in the nation in income per household, among the U. S. Standard Metropolitan Areas! In Indiana it ranks first (SRDS Consumer Income Data). You reach *all* these "able-to-buy" families with the South Bend Tribune—coverage in South Bend's metropolitan area is 103.3%! Write for free market data book, "Test Town, U.S.A."

The
South Bend
Tribune



The South Bend, Ind. Market:
7 Counties, 1/2 Million People

F. A. MILLER—President and Editor FRANKLIN D. SCHURZ—Secy. and Treas.
STORY, BROOKS & FINLEY, INC. • NATIONAL REPRESENTATIVES



New York Sunday News Sections circulation & percentage of family coverage

Full Run	4,128,713—total city, suburban, and country
Country	1,668,753—outside New York City and fifty mile zone
City & Suburbs	2,459,960—62.0%, in New York City and fifty mile zone
Split Run	1,229,980—31.0%, every other copy in New York City and suburbs
Manhattan	1,165,450—64.0%, in Manhattan, Bronx, Staten Island; suburban New York, Connecticut and Northern New Jersey
Manhattan-Bronx	688,338—62.4%, in Manhattan, Bronx, Staten Island
Westchester	158,195—64.8%, in Westchester, Fairfield and Putnam counties
Brooklyn	959,722—63.2%, in Brooklyn, Queens, Nassau and Suffolk counties
Kings	450,013—56.6%, in the borough of Brooklyn only
Queens-Long Island	509,709—70.6%, in Queens, Nassau and Suffolk counties
Queens	302,240—65.4%, in the borough of Queens only
Nassau-Suffolk	207,469—79.7%, in Nassau and Suffolk counties
Newark	334,788—53.0%, in Newark and adjacent Southern New Jersey counties
Passaic-Bergen	191,012—65.5%, in Passaic, and in Bergen and Sussex counties
Hudson	119,428—69.6%, in Hudson county, except Arlington, East Newark, Harrison and Kearny



Now you take Brooklyn...

And Brooklyn's quite a lot to take! The Borough of churches, homes, and Bums tallied 2,738,175 population in the 1950 Census, can give pernts to Philadelphia and Detroit. LA's not even in the same league. Add Metropolitan Long Island, and you crowd Chicago.

And many advertisers think you meet a better class of people—customers, that is.

Now the national advertiser can do business in (and around) Brooklyn in a big way... with Sunday News Sections!

You can take the beautiful Borough straight, in the King's Section. Or with trimmings, such as the sister Borough, Queens, in the Queens Section. The Brooklyn Section covers Kings, Queens, and the adjacent counties of Nassau and Suffolk.

The term "covers" is not used inadvisedly. The Sunday News reaches 56% of the families in Brooklyn, and 65% in Queens.

For major metropolitan coverage, there is the City and Suburbs package; and Full Run, with more than 4,000,000 circulation, has a big portion of national distribution.

Other Sections are packaged for New Jersey, Westchester, and Connecticut.

Sunday News Sections permit the national

advertiser to sell the New York market piecemeal—to fit his budget, production and sales capacity. He can localize sales appeals, test copy response and promotions, give salesmen and dealers extra support, at the lowest cost.

Each Section wraps up more sales potential and population than most metropolitan markets... reaches more customers, buyers, and prospects in the area than any other medium—including other New York newspapers and TV stations!

Most Sections have more circulation than most Sunday newspapers in the US!

METROPOLITAN merchants sell volume in the local Sections, and have for years. The national advertiser can do the same, build prestige and popularity as well as sales.

The Sections listed on the opposite page represent one of the best advertising opportunities available... Ask any News office.



THE NEWS, New York's Picture Newspaper

with twice the circulation of any other newspaper in America...

220 East 42nd Street, New York City... Tribune Tower, Chicago...

155 Montgomery St., San Francisco... 1127 Wilshire Blvd., Los Angeles

THE FINEST SERVICE

Standardized for Every Move



AERO
Mayflower
America's Finest

NATION-WIDE FURNITURE MOVERS

Mayflower has developed the safest, most efficient moving methods and equipment, and standardized them to serve you any place in the United States and Canada. This means you can count on Mayflower quality every time . . . everywhere. It will pay you to standardize on Mayflower for your personnel moves.

AERO MAYFLOWER TRANSIT COMPANY - INDIANAPOLIS

Richmond, 133.3%, or 3,730 points; Atlanta, 119%, 2,300 points; Raleigh-Durham, 114.5%, 1,850 points; Pittsburgh, 103.2%, 720 points. In each of the four "smaller" leagues several stations came out higher than the "American League's" winner.

Every Harrisburg employee won merchandise worth \$120.

Some stations, of course, got—or made—the breaks. William D. Smith, district operations manager at Richmond, persuaded the commandant of a big Army base near there to change a rail furlough policy for soldiers to rail or air—and 75% of them went by air. Frederick C. Hull, in a similar post at Harrisburg, effected such a plan with an Air Force near there. (Smith has since been made manager of Capital's Military Bureau. Hull has been advanced to district operations manager at Rochester.)

More Sales, More Savings

About 95% of employees, and 15% of their wives, took active part in the contest.

Some of the many *savings* reported: The system's cost of rags for cleaning was cut \$450 a month. By getting space confirmations by post cards, Atlanta reduced telephone tolls from \$126 in January-February, 1952, to \$3.42 in the same period of 1953. Guy M. Springer, Jr., cargo sales manager, noted that between one first-quarter and the other his department's requisitions declined from \$1,008.40 to \$443.64, and its expense accounts from \$1,116.98 to \$368.96.

As for *sales*: Against 398,457 passengers carried in first-quarter 1952, the system carried 457,177. This was a 13% gain. But longer average flights boosted passenger revenue 24%.

For selling international travel employees were offered 75,000 merit points. Capital's commissions on such entire trips, including the international legs, are 7½%. Of this employees making these sales have been getting 2½%. During the P.O.P. contest the 2½% was paid in points for merchandise prizes. Capital's international sales rose 105% from a year ago.

Sales of Air Travel Plans soared more than 1,000%. These plans are bought by company customers for their employees' travel.

One hundred points also went for each sale of Capital's widely-promoted "Weekend at the Waldorf"—and more than 300 were sold.

Round-trip sales climbed 17%. Milwaukee, Rochester and Cleveland led the field—each with gains of more than 45%.

And P.O.P. helped to lift charter plane business from \$195,000 in first quarter 1952, to \$494,000 in first quarter 1953.

The contest also stimulated non-passenger business. From first quarter 1952: Air mail rose from \$274,856 to \$283,968; air express from \$248,052 to \$309,123; air freight—despite the fact that Capital's cargo planes have been drafted into government service — from \$212,855 to \$219,954. Sales of all three gained 9.7%.

Only three of the 51 stations failed to make their basic 85% of over-all quotas. At its annual "Man of the

Year" get-together in Washington May 5 and 6, Capital presented to field station and general office campaign managers checks for merchandise awards for approximately 4,400 employees.

(The "Man of the Year" is another story: Employees elect him as the individual who has contributed most to Capital in the previous calendar year. Annual winners thus far have been in Sales, District Operations, Engine Overhaul.)

"We have always tried to enlist all our people in selling," Jim Austin explains. "But this was our first sustained, all-out, all-employee contest. The results speak for themselves. . . In fact, we're already planning to put a 'P.O.P.' contest to work again when next the snow flies."

Sales Manager's Bird Cage



KNOW-IT-ALL-NOLAN . . . The Overbearing Owl

his high-handed methods with prospects soon backfire. People are offended by this salesman who insists that he is better informed than they are.

© 1953 William G. Damroth & Co.

Wherever..



Whenever..



WBZ is the station
"listened to most"
in New England!

In this Whan Survey.. the most comprehensive audience survey ever attempted in New England.. the leadership of WBZ emerges strong and clear. In this Survey, too, you'll find records of listening habits that will help you spend your New England advertising dollar with utmost results. If you haven't a copy, get in touch with Free & Peters or with

WBZ

BOSTON
50,000 WATTS
NBC AFFILIATE



WESTINGHOUSE

RADIO STATIONS Inc

WBZ WBZA KYW KDKA

WOWO KEX WBZ-TV

National Representatives, Free & Peters
except for WBZ-TV, for WBZ-TV,
NBC Spot Sales

America's Class News

IN BUSINESS AND INDUSTRIAL ADV

RANKING OF NEWS AND
MANAGEMENT MAGAZINES, TOTAL
PAGES OF ALL 16 MAJOR BUSINESS
CATEGORIES, REPORTED BY "PUBLISHERS
INFORMATION BUREAU" FOR THE
FIRST 3 MONTHS OF 1953:

1952

	PAGES
BUSINESS WEEK.....	5,209.17
NEWSWEEK.....	2,029.00
TIME.....	1,984.81
"U. S. NEWS & WORLD REPORT".....	1,795.70
FORTUNE.....	1,363.25
NATION'S BUSINESS.....	359.97

GAINS ALL ALONG THE LINE—FOR EXAMPLE:

1952	PAGES	1ST QUARTER 1953	PAGES
BUSINESS WEEK	48.16	US&WB	16.02
US&WB	66.7	BUSINESS WEEK	15.48
FORTUNE	19.50	FORTUNE	10.75
NEWSWEEK	19.11	NEWSWEEK	8.36
TIME	19.26	NATION'S BUSINESS	4.24
NATION'S BUSINESS	7.07	TIME	2.00

SECOND TO FIRST
IN INDUSTRIAL DEVELOPMENT ADVERTISING

1952	PAGES	1ST QUARTER 1953	PAGES
BUSINESS WEEK	126.63	US&WB	26.68
US&WB	132.24	BUSINESS WEEK	21.34
NEWSWEEK	96.74	NEWSWEEK	18.67
TIME	64.66	TIME	15.33
FORTUNE	29.50	FORTUNE	6.50
NATION'S BUSINESS	19.64	NATION'S BUSINESS	4.66

SECOND TO FIRST
IN COMMUNICATIONS AND
PUBLIC UTILITY ADVERTISING

1952	PAGES	1ST QUARTER 1953	PAGES
BUSINESS WEEK	110.77	US&WB	28.81
US&WB	130.56	BUSINESS WEEK	25.14
NEWSWEEK	76.53	NEWSWEEK	14.16
TIME	63.90	TIME	9.47
FORTUNE	18.75	FORTUNE	6.00
NATION'S BUSINESS	15.52	NATION'S BUSINESS	4.01

SECOND TO FIRST
IN FINANCIAL ADVERTISING

1952	PAGES	1ST QUARTER 1953	PAGES
NEWSWEEK	97.10	TIME	27.02
TIME	77.69	US&WB	25.70
US&WB	75.41	NEWSWEEK	24.02
BUSINESS WEEK	64.79	BUSINESS WEEK	18.04
FORTUNE	11.00		
NATION'S BUSINESS	2.00		

THIRD TO SECOND
IN AVIATION, ACCESSORIES AND
EQUIPMENT ADVERTISING

1952	PAGES	1ST QUARTER 1953	PAGES
TIME	26.08	TIME	5.96
BUSINESS WEEK	18.41	BUSINESS WEEK	5.18
NEWSWEEK	17.33	US&WB	3.78
US&WB	10.35	NEWSWEEK	2.66
FORTUNE	3.25	FORTUNE	—
NATION'S BUSINESS	2.01	NATION'S BUSINESS	—

FOURTH TO THIRD
IN HOME BUILDING MATERIALS ADVERTISING

1952	PAGES	1ST QUARTER 1953	PAGES
US&WB	61.78	US&WB	15.87
BUSINESS WEEK	34.08	NEWSWEEK	9.39
NEWSWEEK	57.39	TIME	8.33
TIME	41.87	FORTUNE	2.50
FORTUNE	37.75	BUSINESS WEEK	4.67
NATION'S BUSINESS	4.36	NATION'S BUSINESS	1.01

FIRST AND STILL FIRST
IN MEDIA ADVERTISING
(MAGAZINES, NEWSPAPERS, RADIO, TV)

Magazine IS NOW *first*

ADVERTISING AMONG NEWS WEEKLIES

FIRST QUARTER 1953

	PAGES
BUSINESS WEEK.....	1,255.06
"U. S. NEWS & WORLD REPORT".....	479.78
TIME.....	459.65
NEWSWEEK.....	442.69
FORTUNE.....	387.50
NATION'S BUSINESS.....	95.12

America's Class News Magazine

**ALSO SCORED THE GREATEST GAIN
IN CONSUMER ADVERTISING
IN THE NEWS WEEKLY FIELD,
WITH 469 PAGES OF CONSUMER
ADVERTISING IN 1952, A GAIN OF
93 PAGES OR 25% OVER 1951.
FIRST QUARTER OF 1953 IS UP
20% OVER 1952.**

1952	PAGES	1ST QUARTER 1953	PAGES
BUSINESS WEEK	1447.53	BUSINESS WEEK	335.33
TIME	881.82	USN&WR	105.19
NEWSWEEK	460.72	TIME	97.54
USN&WR	405.62	NEWSWEEK	94.71
FORTUNE	334.75	FORTUNE	86.00
NATION'S BUSINESS	25.36	NATION'S BUSINESS	5.00

FOURTH TO SECOND
IN MANUFACTURERS' MATERIALS AND
SUPPLIES ADVERTISING

1952	PAGES	1ST QUARTER 1953	PAGES
BUSINESS WEEK	1497.50	BUSINESS WEEK	266.32
NEWSWEEK	338.78	USN&WR	95.89
USN&WR	315.04	NEWSWEEK	85.54
TIME	280.64	TIME	77.40
FORTUNE	278.00	FORTUNE	64.00
NATION'S BUSINESS	17.75	NATION'S BUSINESS	2.67

THIRD TO SECOND
IN INDUSTRIAL MACHINERY, FIXTURES AND
ACCESSORIES ADVERTISING

1952	PAGES	1ST QUARTER 1953	PAGES
BUSINESS WEEK	68.77	BUSINESS WEEK	17.00
TIME	30.78	USN&WR	8.11
USN&WR	75.79	NEWSWEEK	4.00
NEWSWEEK	26.28	TIME	4.00
FORTUNE	20.00	NATION'S BUSINESS	4.00
NATION'S BUSINESS	19.00	FORTUNE	2.00

THIRD TO SECOND
IN COMMERCIAL TRUCKS AND VEHICLES ADVERTISING

SOURCE: PUBLISHERS INFORMATION BUREAU

**NOW MORE THAN
600,000
NET PAID
CIRCULATION**



THE TREND IS PLAIN. WHETHER THEY'RE
SELLING TO IMPORTANT PEOPLE IN
BUSINESS AND INDUSTRY, OR TO HIGH-INCOME
FAMILIES (HIGHEST OF ALL NEWS MAGAZINES)
WHO BUY MUCH AND BUY BEST, MORE
AND MORE ADVERTISERS RECOGNIZE
THAT "U. S. NEWS & WORLD REPORT"
IS TODAY'S BEST ADVERTISING BUY. FOR MORE
INFORMATION, ASK ANY OF THESE
ADVERTISING OFFICES: 30 ROCKEFELLER PLAZA,
NEW YORK 20, N. Y. BOSTON, PHILADELPHIA,
CLEVELAND, DETROIT, CHICAGO,
ST. LOUIS, SAN FRANCISCO OR WASHINGTON.

People and their Ideas



RUCKS, JR.

D. F. Rucks, Jr. is the new general manager of merchandising, Mullins Manufacturing Corporation's Youngstown Kitchen Division . . . Adam J. Hazlett has been named executive v-p of Jones & Laughlin Steel Corp. He'll establish sales policies, co-ordinate sales and production activities . . . Louis Hausman has been appointed v-p, CBS-Columbia . . . Named sales manager, New York market, General Outdoor Advertising, is Charles Freeland . . . Arnold T. Bowden has been named executive v-p and general manager, James J. (Bud) Coolican, Inc. . . . John P. Gormley has been elected a v-p of Outdoor Advertising Inc. . . . New chairman of the executive committee, Pabst Brewing Co. is Charles J. Lick.



REEVES

Robert L. Reeves has been named v-p in charge of sales, J. B. Ford Division, Wyandotte Chemicals Corp.

Definitions

" . . . Today it is estimated that four out of every five persons is an employee, compared with one out of five just a hundred years ago. And the four out of five who are employees include management, a new and distinctive profession which fills the gap left by the disappearance of the owner-manager . . . The manager is a hired hand yet he is also the boss. He runs and directs the business but he is subject to orders from his directors and stockholders. He has the unenviable responsibility to take risks with other people's money. He must balance the claims of employees who want higher wages, customers who want lower prices and stockholders who want higher dividends. He must be vigilant to keep the business above water in the unending battle of the market place where his products compete not only with identical products of immediate competitors, but with dissimilar articles which the customer might prefer to buy."—Henry E. Ford, director, Development Department, E. I. du Pont de Nemours & Co., to the Southeastern Conference of the Society for the Advancement of Management.

Salesmen Are Better

Said Gwilym A. Price, president, Westinghouse Electric Corp., to the Sales Managers Association of Philadelphia: "I am inclined to think that today's salesmen are a good deal better than they are represented. They have higher standards of ethics and they tend to know more about new equipment and new developments and their customers' needs than did their predecessors. It is true, however, that production has outstripped selling in this country. Some people estimate that the need is for about 600,000 more—and certainly we need salesmen who are better selected and better trained. History has postponed the long-awaited revival of selling several times, but it cannot be postponed forever, and the day may be closer than we realize. Our national sales force certainly is not now prepared for the job it is going to be called upon to perform."



TAYLOR

Sherril W. Taylor has been appointed manager of CBS Radio Spot Sales Promotion . . . Promotion of C. A. Loeftgren to assistant general sales manager, Harris-Seybold Co., has been announced . . . William S. Snead has been elected president of The Emerson Electric Manufacturing Co. . . . Albert R. Fleischmann, sales manager of Standard Brands, Inc., has been elected to the board of directors . . . New v-p in charge of sales, Wilson Brothers, is John B. Luse . . . Horace Y. Barnes has been named director of sales, Mather Spring Co. . . . Appointed to the newly-created post of assistant general sales manager, Forbes Lithograph Mfg. Co., is Robert M. Lawrence . . . Russell Lawson, former v-p, Utica Knitting Co., has been named executive v-p, Central Scientific Co. . . . Pennsylvania Salt Mfg. Co. has named Charles E. Brooker assistant sales manager, Food Industries Department . . . New v-p in charge of sales, Camfield Manufacturing Co., is Elmer C. Dvorak . . . Stanley Weiss has been appointed v-p and general manager, Schiaparelli, Inc.



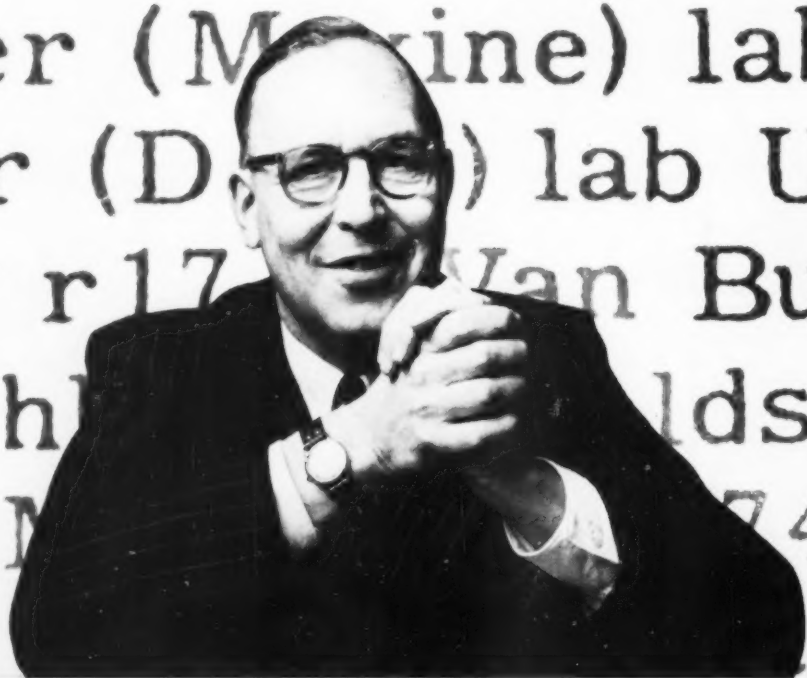
GILLIES

Fred M. Gillies has been named president, Acme Steel Co. He was formerly executive v-p of the company.

SALES MANAGEMENT



Jas A (Mae) lab USS
 r rear 1612 Virgin
 Lee C (Sally B) hlpr
 Lois L Mrs h3320 1
 Luther (Marine) lab
 Major (D) lab U
 Mary r17 Van Bu
 Patk hl ds
 R T (M 74
 Saml



—R. L. Polk, President, R. L. Polk & Co., publishers

He has your name and address!

"We have the names and addresses of forty million people who own automobiles," says R. L. Polk, "—and that's only *one* of the ways we might have you listed!

"We release up to 2½ million advertising mailings a day to these lists. But kits, catalogs and displays—always subject to last-minute changes—must reach the dealers first.

"That's when we call on Air Express!

"For one auto manufacturer, we recently made Air Express shipments to 3,000 dealers, not once but *three times*, just before the new model announce-

ment date. Every one of those shipments *had* to be on time—and every one was!

"Only Air Express could have done it. Yet their rates are not only reasonable — in many weights and distances they are *lower* than other air carriers.

"We have made upwards of 35,000 Air Express shipments over the past four years, ranging in weight from a few pounds to more than a thousand. This top-speed, *dependable* low-cost service helps us give maximum service to our advertisers. Our use of Air Express will increase another 27% this year."

It pays to express yourself clearly. Say Air Express! Division of Railway Express Agency.



AIR EXPRESS

GETS THERE FIRST

via U. S. Scheduled Airlines

Harvester Gives Dealers Practical Pay Plans for Salesmen

Are you being short-changed on volume in local markets because dealers are short on manpower? That was Harvester's problem. So it produced facts to show that it pays to hire men, then offered a variety of compensation setups.

Based on an interview by David J. Atchison with
J. H. COATS
Sales Promotion Manager, Refrigeration Sales International Harvester Co.

International Harvester Co., Chicago, is supplying its dealers with specific answers to two questions uppermost in their minds:

1. Would it pay to hire one or more refrigeration salesmen?

2. If so, how should they be paid?

When Harvester entered the refrigerator and freezer market after World War II, its dealers were not equipped to do a thorough refrigeration selling job. Salesmen usually had no experience in that field and the compensation offered to them did not make it worth-while to learn to sell refrigeration. And dealers did not know what payment procedure to follow.

Obviously, serious thinking about compensation for dealer salesmen was in order. Harvester district managers conducted a nation-wide survey to learn what methods of compensation were used by other refrigerator manufacturers at distributor and dealer levels.

First Came Field Research

Then J. H. Coats, sales promotion manager for refrigeration sales, got down to grass-roots, traveled with managers in six regional territories, talked with Harvester dealers, salesmen and competitive stores. A year was devoted to this field research—evaluating information, formulating sound business principles (the basis for all good compensation plans), and recording results.

Coats found that a large percentage of Harvester dealers did not endorse the practice of hiring special salesmen

to sell refrigeration. These were some of their arguments:

"The combination salesman (selling farm machinery and trucks in addition to home appliances) doesn't want to spend too much time on refrigerators when he can sell trucks and tractors for larger commissions."

"As a small dealer, it wouldn't pay me to hire another man just to sell refrigerators. I don't want this added expense."

Justifying Increased Costs

"I hire a man to sell refrigerators exclusively, and what happens? He quits in three months because he can't make a go of it. I lose the \$1,000 I've invested in him. I want to see these men make more money."

It was apparent to Harvester management that the company had to show its dealers that refrigerator and freezer sales would be profitable plus business even though the volume in dollars was not so great as it was from farm equipment. The dealer's problem of course, was to attract good salesmen, and then to keep them happy. Their compensation would have to embody security and incentive.

Harvester believes that the employer is entitled to a return from the dollars he invests in the salesman, and that the salesman is entitled to fair compensation from the dealer. Would a small salary insure security for the salesman, and would attractive commissions provide incentive? Would both factors increase business for the dealer?

"We thought the answer to both questions would be 'Yes'," Coats says. "But first we had to convince the dealer that we were not asking him to assume additional expense. We had to prove to him that, on the contrary, we were offering him greater opportunity for higher profits."

The analysis of the field sales picture resulted in the preparation of an informative booklet which offers a number of variations of one basic compensation plan tested by the refrigeration industry. All plans are designed, Coats says, to offer benefits to hard-hitting salesmen who will not quit until they bring in the order, and to dealers who think the "retail salesman is the greatest guy in the world, without whom the whole national economy would collapse."

Profits from Manpower

Harvester treats the salesman as "the professional man he is," Coats says. "Selling is a profession that has to be learned. Just as young doctors learn from more experienced medical men, so do we encourage dealers to sit down with their salesmen and counsel them. The more a doctor learns, the higher his income, and the same applies to salesmen."

One of the strongest points the Harvester booklet makes is on the opening page, and it usually impresses the dealer: "A good salesman is a fine investment—never an expense!" To stress the case in point, the company uses the example of a dealer who claimed he was doing all right as his own salesman.

This dealer had a new machine net sales volume of \$40,000. He did his own selling, covered his territory himself. Charging \$2,400 of his salary to sales expense, and deducting \$4,000 for overhead, he finished the year with a net profit of \$1,800.

Then the dealer invested in a salesman.

With a salesman's efforts added to his, he found that new machine volume jumped to \$70,000, and gross profit to \$12,800. The dealer's "selling salary," plus salesman's earnings, plus the same overhead, add up to a selling cost of \$9,400, leaving a net profit of \$3,400.

"That's a case where an invest-



Do as leading merchandisers do—use effective, hard-hitting point-of-purchase Artkraft® signs.

Creating a desire for your products is not enough. National advertising and distribution without dealer identification are sheer waste. Telling the public where your products can be purchased is necessary to the completion of the sales chain.

Actual audited research proves that Artkraft® dealer signs make national advertising five times as effective because more than five times as many know where to buy your product.

Artkraft®
PORCELAIN NEON DEALER
SIGNS

Artkraft®
PORCEL-M-BOS'D
Neonized or Non-Illuminated
STORE FRONT SIGNS

Artkraft®
Outdoor Illuminated
PLASTIC SIGNS

Artkraft® mass production methods and unequalled manufacturing facilities make possible the world's finest signs at moderate cost.

Let us prepare without obligation a color sketch of a distinctive sign to fit your needs.



Artkraft®
SIGN COMPANY

Division of Artkraft® Manufacturing Corp.
1137 E. Kibby Street Lima, Ohio

- Please send, without obligation, details on Artkraft® signs.
- () We are interested in a quantity of outdoor neon dealer signs.
 - () We are interested in a quantity of Porcel-M-Bos'd store front signs.
 - () We are interested in a quantity of outdoor illuminated plastic signs.
 - () Please send instructions on how to set up a successful dealer sign program.

NAME
FIRM
STREET
CITY & STATE

*Trademark Reg. U. S. Pat. Off.

ment of \$3,000 in a good salesman resulted in \$1,600 additional profit," Harvester points out. "This represents a 50% return on that investment. It resulted from *plus* business—sales volume added after the break-even point was reached. That's extra-profit business. That's the kind of business you want. And it's the kind of business a well-trained, sensibly compensated salesman can bring you. These [following] plans are designed to get results for you!"

Coats emphasizes that Harvester "tried to hit a happy medium in advising dealers how to get and *hold* good salesmen. The happy medium would be to pay a small salary—the security factor—and to offer incentive to sell by having a good commission setup."

Security Plus Incentive

The booklet explains that "to train a good salesman you've got to control his activities. You can't expect to keep in contact with him if he's his own boss on a straight commission, can you? . . . That means a *salary*!"

"And—he'll do his best work when he has a feeling of security. If your salesman has to live and support a family from one commission to the next, he's bound to be working under a strain. No one can do his best under such conditions. But if he is assured that during a sales slump he can still meet his bills—at least until sales volume gets back to normal—then he'll do a better job. . . . That, too, means a *salary*!"

"But—he must have an incentive to give him *drive*! *Too much* salary isn't good. *Too much* security can kill ambition. For when income bears no proportion to effort, it's human nature to let up on effort. So—your compensation plan must give your salesman something to work for. He needs incentive to keep up his drive—to keep him in high gear . . . and that means *commission*!"

At this point, Harvester dealers are likely to wonder: "Fine, but how much salary, how much commission must my salesman get, to produce maximum sales?"

"To reply to that," Harvester counsels, "you must answer these questions:

"1. What is my market? Not just geographically, not merely in terms of zones and territories, but in terms of customers and potential sales. How many homes have electricity? How does the market break down into

various income levels? What is the replacement market? What is the expansion market? These are the basic elements you must consider to get a true picture of your market.

"2. How much sales power do I need to penetrate my market? How many calls are needed to make a sale? How far apart are the prospects? How difficult are they to get to? Do the people in my market feel the impact of International Harvester's national advertising? Are they covered by my local advertising and radio spots? What is my competition?

"3. How much dollar volume can this mean? Translating unit sales into dollar volume is the next step in clearing the picture for you. You know the average number of calls that result in sales. You know how those sales normally break down into various models at different price points. You can figure your dollar volume from that.

"4. What gross profit does that mean? Remember that the difference between your cost of goods sold and the sale price doesn't necessarily mean dollars of gross profit in the till. Don't forget the trade-in allowances and many other incidentals that affect your gross profit . . . such extra inducements to buy as a supply of frozen foods, for instance. Be realistic. Take a clean, honest view of your projected gross profit possibilities.

Suggest Written Contracts

"When you've answered these four questions you'll know how much you can invest in salesmen's salaries and incentives and come up with a reasonable net profit. . . . You're ready to build your salesman's compensation plan."

Dealers are advised to consider all factors which combine to make their business different from others, then to evaluate certain fundamentals which should be incorporated in any plan for salesmen's compensation. "First, be sure the provisions are clearly understood," they are told, "both by you and the salesman. Then draw up a written agreement in which those principles are established. Bear in mind that the plans in the following pages need not be copied. If one of the plans fits your situation—use it. If not, the basic principles outlined can be a guide in setting up your salary and commission rates. Your written agreement with the



This
is
interest

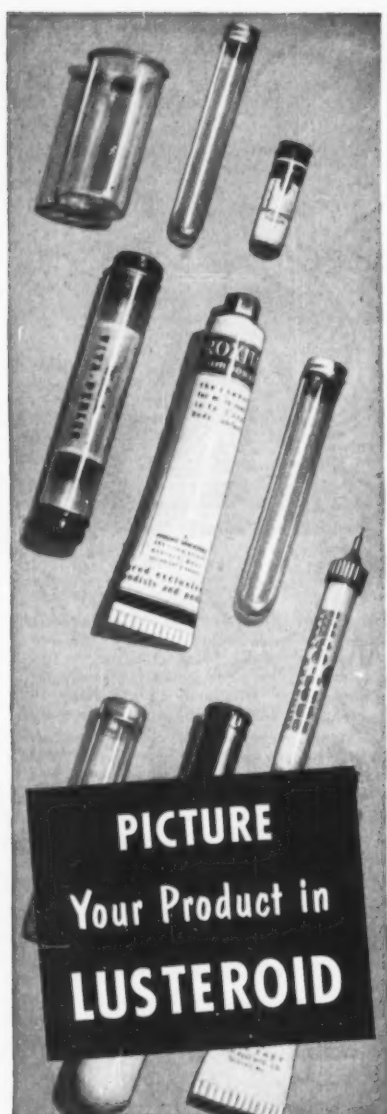


This
is
ENTHUSIASM!

The **AMERICAN WEEKLY** *creates* **ENTHUSIASM***

Proof continues to pile up that The American Weekly is now doing
the best job in its 57 year history—
serving the enthusiasms of readers, retailers, and advertisers everywhere!

**Enthusiasm is interest raised to the buying pitch!*

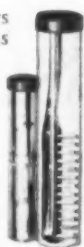


No wonder LUSTEROID vials and tubes sell by the million!

These smart plastic containers are made for merchandising as well as protection. They've got color galore—clear or opaque. They're printable so you save on labeling. They are so much lighter you save on shipping, handling and packing. And they're strong, durable, unbreakable.

Get the story on LUSTEROID and see for yourself. Sizes from 1/4" to 1 1/2" in diameter, lengths up to 6".

Write for samples and prices today.



16 West Parker Avenue, Maplewood, N.J.

salesman should include the following:

"1. Salesman reports: Don't let your salesman work without a prospect list. Make sure that he accounts for every lead. Make a simple daily report a part of the deal. Only in this way can you help him work. Only by daily reports can you plan his work. Only by daily reports can he work your plan. Only by such contact can you train him.

"2. Have a policy on active prospects: Much misunderstanding can be avoided if your salesman's agreement includes a clear definition of an 'active' prospect. Establish a permanent policy. Group your prospects by zones and agree on the number of days a prospect may stay 'live' after a bona fide call.

"3. Maintain prices: Your written agreement with your salesman should be clear on this point: The prices of merchandise are not to be tampered with, without your consent. You'll avoid a lot of trouble and misunderstanding if your contract with the salesman makes this clear.

"4. Reserve the right to accept or reject: Get that into your written agreement with your salesman. You know better than he who is a good risk. You know your local situation. You must be the final judge on any deal your salesman submits.

"5. Consider transportation: Make it easy for your salesman to get around to the prospects. Does he use his own car? Are you to provide gas and oil? Will he use a company car? All these questions should be covered in your written agreement. If he uses his car, is it insured and are you covered?

"6. Pay commissions on completed deals only: Be sure your written agreement with the salesman specifies that commissions are paid only when the deal is buttoned up. The purpose of written agreements of this kind is to prevent future argument or misunderstanding with your salesman.

"7. Pay commissions on net sales proceeds only: Make it clear that commissions are paid on the price shown on the customer's invoice, less: trade-in amount; finance charges; freight and handling; insurance charges; taxes, etc., included in the price, and the unpaid balance of any indebtedness secured by a lien upon property taken in trade.

"8. Provide for cancellation of agreement: Don't tie yourself in so tightly that you have no escape from

a situation that's proving unprofitable. Be sure that provision for cancellation is written into any agreement you enter with a salesman."

Harvester offers to its dealers seven plans which are variations of a simple salary-and-commission arrangement. In selecting a pattern compensation plan to follow, dealers are urged to consider these factors:

Prevailing hiring rates for refrigeration salesmen in their communities.

Amount their expected sales volume permits them to invest in salesmen.

Possibility of future gross profit shrinkage.

Amount of *plus* net profits a salesman can mean to a dealer.

Harvester compensation plans are built on four salary bases, which may or may not follow these suggested figures. (These are used as examples only and not rules which the dealer must follow). In a single salary bracket, commission rates increase as sales volume increases, which provides maximum incentive. As salaries increase commission rates decrease.

According to Coats, "The dealer can spend as much as 12 cents on a salesman out of every dollar sold and show profit, provided his overhead and other selling expenses are in line. Ten cents out of each dollar sale is a reasonable cost for a good refrigeration salesman."

In these compensation plans provision has been made in commission rates for the salesman who furnishes his own transportation, for the dealer who furnishes his own transportation, and for the dealer who supplies only car-operating expense.

Selecting the Pay Plan

As an example of a case where car or truck transportation is furnished by the dealer, who also pays operating expenses, the compensation plan would operate along these lines:

Assume that the salesman has a basic monthly salary of \$100, with commissions based on net proceeds. His commission rate sheet on new refrigeration sales would look like this:

First \$2,000 total net sales volume proceeds per month at rate of . . . 4%.

Succeeding \$2,001-\$3,000 total net sales volume proceeds per month at rate of . . . 5%.

Succeeding \$3,001-\$4,000 total net sales volume proceeds per month at rate of . . . 6%.

Succeeding \$4,001 and over total net sales volume proceeds per month at rate of . . . 7%.

Table A
New Sales Only

Net Sales Proceeds	Salary	Commissions	Total Earnings	% to Net Proceeds
\$1,500	\$100	\$ 60	\$160	10.7
2,000	100	80	180	9.0
2,500	100	125	225	9.0
3,000	100	150	250	8.3
3,500	100	210	310	8.9
4,000	100	240	340	8.5
4,500	100	315	415	9.2
5,000	100	350	450	9.0

Table B
New Sales Only

Net Sales Proceeds, Refrigeration	Net Sales Proceeds, F.E., I.P., M.T.	Salary	Comm., Refrig.	Comm., F.E., I.P. & M.T.	Total Earnings	% to Net Sales Proceeds
\$1,500	\$ 2,000	\$125	\$ 60	\$ 60	\$245	6.1
2,000	3,000	125	80	90	295	5.9
2,500	4,000	125	125	120	370	5.7
3,000	5,000	125	150	150	425	5.3
3,500	6,000	125	210	180	515	5.4
4,000	7,000	125	240	210	575	5.2
4,500	8,000	125	315	240	680	5.4
5,000	9,000	125	350	270	745	5.3
6,000	10,000	125	420	300	845	5.2

Rates on used refrigeration sales, 8% commission on net sales proceeds.

A conservative example chart of monthly earning rates (a "dummy" case), is shown above in Table A.

If analysis of a dealer's market potential discloses that a full-time refrigeration salesman will not find enough prospects, Harvester has devised seven plans for the "combination salesman" who sells refrigeration in addition to other IH products.

These plans have the same security-and-incentive basis—the same salary-and-commission system as in the foregoing plans, but two separate commission rates are used, one for refrigeration and the other for farm equipment, industrial power and motor trucks. Because trade discounts are lower on the other lines, commission rates are lower than those for refrigeration sales.

Commission rates on refrigeration sales are progressive, while on the other lines commissions are constant. Percentage rates on new refrigeration sales run the same as for the full-time refrigeration man—up to 7% for

over \$4,000 total net sales volume.

Examples of monthly earning rates for combination salesmen might work out as shown in Table B. (Also a "dummy" case.)

Coats points out: "These figures mean nothing in themselves. What we've tried to do for our dealers is to show them the importance of maintaining refrigeration salesmen, and then to prove by examples in the figure tables just how it could work out for their benefit. It isn't a matter of showing that two plus two equal four, but of illustrating sound business principles."

International Harvester continues to emphasize to its dealers three points which are important in the company's philosophy:

1. Profits depend on Sales Volume.
2. Sales Volume depends on Salesmen.
3. Salesmen depend on Incentive. "And profit by investing," the company stresses, "in a good salesman."



"FLICK"—IT'S ON AND Running!



**NO MORE
BURDENSOME
EQUIPMENT**



**16 MM "SUITCASE" PROJECTORS
GIVE YOU ALL THESE
EXCLUSIVE ADVANTAGES—**

Complete Self Operating Unit—No reels of film to thread—no screen to set up—no sound speaker to engage—all these features are together in the one unit case. Sales film presentations are set up in seconds.

"Flick" It's On—Just plug into any 115 volt electrical outlet, AC or DC and with a "flick" of its switch the TSI Projector is on and running.

Automatic Rewind—Due to exclusive 16mm film magazine—film is automatically rewound — no rethreading necessary — magazine is power driven. It's ready to go after every show.

Daylight Operation—No need to draw shades or draperies. Crystal clear pictures are projected on the self contained screen in any lighted room.

5 Compact Models—To meet your every need—Model D or H (DeVry or Bell & Howell mechanism), Model T (new magnetic B & H tape), Model M (400' film), Model M8 (800' film).

Nationwide Service—Over 100 TSI service centers throughout the U. S. and Canada.

Designed and built by the pioneers of suitcase projectors.

**WRITE FOR ILLUSTRATED BROCHURES
FEATURING TSI SUITCASE PROJECTORS.**



TECHNICAL SERVICE, INCORPORATED
Dept. A-5, 30865 Five Mile Rd.
Livonia, Michigan, U.S.A.

Custom Mfrs. of Electronic and/or Mechanical Equipment



Cold call



Spot call



Lead method



Appointment method



Club plan



Route method

Six Kinds of Door-to-Door Sales Calls

BY NORMAN BRUCKS*

1. The cold call: The least organized method of door-to-door selling is the cold call. Essentially, this method is one which utilizes individual, unexpected sales calls made upon unselected prospects for the sale of a non-recurring product or service.

*Brucks is author of "A Critical Analysis of Door-to-Door Selling."

At times this is referred to as cold canvassing. However, the term "canvass" is a misnomer, implying that the goods will be delivered, or the services carried out, at a later date. Of course, if the delivery or execution is concomitant with the closing of the sale, the correct descriptive term would be "peddle." In order to apply both to the canvasser and the peddler, this

method should be identified as the cold call.

The universally recognized illustration of the cold-call method is the door-to-door salesman who starts at one end of a random row of homes, stopping at each doorstep, ignoring no one. Before the sales interview, nothing is known about the prospect, except those facts which may be gathered through simple observation.

2. The spot call: If pre-selection of prospects is required, a change in method is indicated.

When prospects may be selected with accuracy through mere inspection the spot-call method is best. This method is the cold-call method, modified by the fact that not everyone is

the
PLAIN DEALER
 goes...
 where the
MONEY
 flows!



71% of the Plain Dealer's daily circulation in Greater Cleveland reaches families that account for 73.9% of the city's retail sales. In addition to blanketing *Cleveland's* effective buyers, the Plain Dealer advertiser gets a valuable bonus—dominant coverage of the rich 26-county adjacent area that constitutes the Plain Dealer's famous 2-in-1 market... *both* for one low cost.

	(Cleveland) Cuyahoga Cy.	26 Adjacent County Area*
Total Retail Sales . . .	\$1,803,864,000	\$1,466,720,000
Food Sales	487,941,000	376,096,000
Gen. Merchandise Sales . . .	265,797,000	115,023,000
Drug Sales	58,480,000	35,890,000
Furn., Hslid., Radio Sales . .	93,912,000	68,849,000
Eff. Buying Income . . .	2,840,383,000	2,269,476,000

* Akron, Canton, Youngstown not included.
 Figures—Sales Management Survey, May, 1953

CLEVELAND PLAIN DEALER

Cleveland's Home Newspaper

Cresmer & Woodward, Inc.,
 New York, Chicago, Detroit, San Francisco, Los Angeles, Atlanta





WHAT DO YOU SELL?

Machinery, clothes, insurance, automobiles, services? Well... maybe,

BUT you **REALLY** sell what your product or service will do for your customer in terms of his needs, wants and desires.

You sell the benefits, advantages and values of your product or services in terms of gain to the customer.

Help your men develop the techniques of selling benefits and advantages by

Showing them:

"WHAT DO YOU SELL?"

part of the outstandingly successful sound slide program...

AGGRESSIVE SELLING

*You may obtain a preview
without obligation.*

Write for details.

WESTEN-WILCOX

6108 Santa Monica Blvd.
Los Angeles 38, Calif.

called on by the salesman, with the selection of potential customers based on overt appearances.

An excellent example of the spot-call method would be a direct salesman of lawn seed. When he looks at a home, the salesman can tell without difficulty, whether or not the possibility of a sale exists.

3. The lead method: However, if pre-selection of prospects is required, and no outward indication is available to guide the salesman, some measure of research is necessary. Coupon advertisements, purchase lists, public notices of engagements, marriages, births, deaths, sale of property, or any other means to obtain a list of prospective purchasers may be used to pinpoint the efforts of salesmen.

To define the term, the lead method is the spot-call method altered by the fact that the salesman has specific pre-selected individuals to call on.

The lead method may be exemplified by some of the encyclopedia sales organizations. Obtaining a list of grammar school students from the principal of a grade school, the individual salesman calls upon the parents in an attempt to sell entire sets of encyclopedias. Sales calls are not expected by the prospects.

4. The appointment method: At times, however, the unexpected sales call may be disadvantageous. In such instances, another method must be used.

The appointment method is an adaptation of the lead method, with the exception that the prospect expects a sales call. Indeed, the prospective customer may have requested a salesman's visit. The means for obtaining an appointment with an interested prospect may vary from advertisements which offer the assistance of a representative, to individual telephone calls to prospects.

Although appointments are generally restricted to those goods and services which require selective prospecting, the following exception exists: part-time salespeople, such as housewives, who sell products of general appeal, use the appointment method in order to utilize fully their limited selling time. Although this exception is not of widespread importance, it is mentioned in the interest of accuracy.

An illustration of the direct and open method of the use of the appointment system is that of the sterling silver salesmen who telephone women whose names have appeared in newspaper engagement announcements, and request an opportunity to show their silverware patterns.

Another example serves to point up what some marketing men may consider subterfuge: newspaper advertisements offer rebuilt vacuum cleaners at enticingly low prices. A free home demonstration is requested. However, knowing that the prospect needs an appliance, the salesman attempts to sell a new vacuum cleaner (never mentioned in the advertisements), permitting the purchase of the rebuilt model only as a last resort. Often, such tactics cause prospects to complain to the Better Business Bureau.

5. Party, hostess, and club plans (group method): Not always, however, is a selective prospecting system necessary. While the product or service may be sold to a random selection of prospects, it may not be desirable to have the salesman call unexpectedly, since individual appointments which are not confined to good prospects are likely to waste the salesman's time. In such instances, the group method will be most effective.

The party, hostess, and club plans are methods for arranging presentations before groups of unselected prospects, with previous knowledge on the part of the attendees that a salesman will be present.

The party plan itself consists of a group gathered at the home of a cooperating individual for the purpose of playing games. The salesperson acts as the master of ceremonies, gives demonstrations and sells between games.

The hostess plan may be described as a group gathering, similar to the party plan, except that the purpose of the meeting is simply to see a demonstration.

In the club plan, a group organized by a salesperson, called a club secretary, pays weekly dues in order that each member may, in turn, receive articles selected from a company catalog.

The party, club, and hostess plans are ideally suited for the overcoming of consumer hostility, when such feelings have proved to be a barrier to the cold-call method.

6. The route method: All of the preceding methods are adapted for use by the itinerant salesman. However, for those goods and services which have repeat sale possibilities, the route selling method is the best means in the realm of door-to-door distribution. The route method may be defined as a cold call repeated at a sufficiently frequent, fixed interval in order that the prospect not only accepts, but eventually expects, a salesman.



show 'em - tell 'em - sell 'em

Milprint LITHOGRAPHED DISPLAYS



Positive Selling Every Hour (L) Every Day!

You really "accentuate the positive" when you put a Milprint lithographed display to work for you! It's a salesman that tells a selling story to every prospect... tells it with eye-catching color and design, with compelling precision printing, with forceful, saleswinning repetition.

Milprint lithographed displays offer "plus values" in building sales because they're designed by artists with years of practical merchandising background, produced from *start to finish*, even to making the lithograph plates, by experienced Milprint craftsmen. Milprint's facilities—most complete in the industry—mean superior displays, printed promotional material, and packaging that works hard to boost your sales, every hour, every day!

Milprint INC
PACKAGING MATERIALS
LITHOGRAPHY & PRINTING

General Offices, Milwaukee, Wisconsin
Sales Offices in Principal Cities

Printed Cellophane, Pliofilm, Polyethylene,
Acetate, Glassine, Foils, Folding Cartons, Bags,
Lithographed Displays, Printed Promotional Material

This insert lithographed by Milprint, Inc.

MONTH BY MONTH



The
CHICAGO DAILY NEWS
IS THE ONLY CHICAGO DAILY
NEWSPAPER WHICH REGULARLY
PUBLISHES ITS CIRCULATION
FIGURES—MONTH BY MONTH

DAILY NEWS CIRCULATION

1953 COMPARED WITH 1952

JANUARY

1953 562,572
1952 548,240
UP 14,332

FEBRUARY

1953 568,923
1952 547,734
UP 21,189

MARCH

1953 571,535
1952 547,914
UP 23,621

APRIL

1953 569,808
1952 554,033
UP 15,775

NEW YORK OFFICE:
9 Rockefeller Plaza

DETROIT OFFICE:
Free Press Building

MIAMI OFFICE:
Male Printup & Associates
615 Langford Bldg.
121 S. E. First Street

SAN FRANCISCO OFFICE:
Story, Brooks & Finley
703 Market Street

LOS ANGELES OFFICE:
Story, Brooks & Finley
1651 Cosmo Street



EVERY NEW MOTHER is a prospect for products serving baby's food, clothing, medical and toiletries needs . . . and for products which enter into baby's care. The business called Gift-Pax is built around the idea of reaching those mothers immediately after their new babies arrive—while they are still in the hospital. The photograph at left shows diversity of products now sampling through Gift-Pax.

All About Gift-Pax: A New Idea For Sampling Mothers.

Approximately 100,000 gift packages, including a variety of products, are distributed monthly in 1,300 hospitals. Object: to reach new mothers at a time when a new baby creates a need for new patterns in family buying.*

BY ALICE B. ECKE

Today babies are being born annually at the rate of 24.6 per 1,000 population.

Those are the statistics behind a venture called Gift-Pax, New York City, brain child of three ex-G.I. advertising agency account executives. The idea: to sample new mothers, on a systematic basis, with products for which they are logical prospects.

*See, in the forthcoming June 15 issue of SALES MANAGEMENT, an article titled "Babies Mean Business," which reports the results of a new and exclusive survey by SALES MANAGEMENT and National Family Opinion, Inc., on the nature and scope of the market created by the arrival of new babies.

Only four years old, Gift-Pax has now grown into a nation-wide sampling service to new mothers in 1,300 hospitals in all metropolitan areas. Approximately 100,000 baby product gift packages are distributed each month through franchised representatives in key cities, to mothers whose total number is estimated to represent over 75% of the hospital births in each city.

The potential market among new mothers is estimated by Gift-Pax at \$2½ billion a year in products manufactured for His or Her Majesty.

Among current advertisers through Gift-Pax are Beech-Nut Packing Co., Baby Butler Co., Bristol-Myers Co.,

Clapp's Baby Food Division of American Home Foods, Inc., Colgate-Palmolive-Peet Co., Davol Rubber Co., Dryfold Manufacturers Co., H. J. Heinz Co., Johnson & Johnson, Lever Brothers, The Procter & Gamble Co., Standard Laboratories, U. S. Vitamin Corp.

These are the advantages—to the participants—as claimed by this young sampling service:

1. It is a controlled sampling operation—tailored to the individual manufacturer's products.
2. Manufacturers' samples reach the new mother at the psychological moment—at her bedside in the hospital.
3. No competing products are accepted. A manufacturer served by Gift-Pax gets first crack—without competition. Each manufacturer has the undivided attention of the new mother.
4. Gift-Pax guarantees a minimum of 5,000 items to be delivered to new mothers in hospitals throughout any given area. This is certified monthly by statements given to G-P by hospital superintendents.



SHOW MORE . . .
SELL MORE WITH

Prescott
LEATHER CASES!

LEATHER CASES
Scientifically Designed
FOR YOUR NEEDS

Leather cases that pack more samples in smaller space with less weight. A PRESCOTT CUSTOM-aid case helps you keep samples neat and orderly. Our specialty is to outfit your sales force with our famous Leather Cases. Find out how economical these leather salesmakers are.

WE WILL PACKAGE YOUR PRODUCT:
Have a PRESCOTT CUSTOM-aid Leather Case built around your product. Watch your sales grow. Send for Free Catalog.

CALL
OR 5-9185

Prescott
LEATHER MFG. CO.
1133 BROADWAY, NEW YORK 10

**For Name Plates
that help sell!**



CHICAGO THRIFT-ETCHING CORPORATION

ARE you satisfied with your product's identification? Sales and advertising men know how valuable a sparkling name plate can be. Let us help you create *standout identification* that reflects your product's quality—marks it for more sales. Send a rough sketch or blue print for design suggestion and quotation. Write for your copy of "Etched or Lithographed Metal Products of Quality" with full color examples of our name and instruction plates.



CHICAGO THRIFT-ETCHING CORPORATION
1555 N. Sheffield Ave., Chicago 22, Ill., Dept. J
SUBSIDIARY OF DODGE MANUFACTURING CORPORATION, WISNAPPA, IND.

5. Samples are delivered by a nurse in the hospital of the new mother's choice.

6. Each mother receives a return card in Gift-Pax, which entitles her to another free gift, if returned. This list is compiled by G-P and given to the manufacturer.

7. Manufacturers may supply either a sample or a full-size package. If the product is a service or too large to be put into a Gift-Pax, a useful premium bearing the manufacturer's name and address may be selected.

8. There is no limit to the number of gift packages a manufacturer may subscribe to. However, he usually chooses the areas where his product is being sold and bases the number of his samples on the hospitals covered.

Added to the impact of the hospital the new mother has faith in, is the over-all impact of a number of gifts, sometimes as many as a dozen, attractively arranged in a polyethylene bag which has household after-uses.

How It Was Started

A baby stimulated the Gift-Pax idea: the first son of one of the three G-P partners—Mitchell Barash, William R. Fleischer and Harry Minkoff.

As advertising account executives, they were more or less experienced in dealing with baby products. One day while lunching together one of them—fresh from a trip to the hospital to see his new son—happened to remark that a wonderful time for baby products manufacturers to present samples and literature to new mothers is while they are in the hospital. With that chance remark, a business was born.

There were hurdles to clear before the three sponsors could start to solicit business from manufacturers: They first had to win the cooperation of hospitals in the New York Metropolitan Area—selected as their first "territory." Then, there was the problem of the mechanics of receiving, storing and distributing the samples.

When they were able to resign their agency jobs to devote their entire time to the sampling business, one of their first problems, after they had enlisted 88 hospitals in the New York Metropolitan Area, was to extend their service to other territories.

There was no comparable business anywhere to serve as a guide. This is how they decided to operate:

Both men and women may become franchised representatives. Fundamentally, they are not employees of Gift-Pax in the strict sense of the

word. Rather, they are in business for themselves.

A franchisee is responsible for distributing baby product samples in his local city and surrounding territory. He packs and delivers them to hospitals for both national and local accounts.

In screening representatives, Gift-Pax puts considerable emphasis on character and financial responsibility as well as experience, personality and business acumen for the job.

Many Facets of Service

Experience-wise, G-P management believes that an advertising background is particularly helpful because it gives the representative an understanding of the many facets of the service he is selling. At the same time, he must be promotion-minded, not only for the manufacturer's sake, but for his own: He must keep Gift-Pax and himself constantly in the minds of the businessmen in his community.

Gift-Pax New York provides franchised representatives with all necessary selling tools: stationery, sales letters, contract forms, promotional material, leads for new business, and coupon ideas for local manufacturers.

One of the partners of Gift-Pax New York spends a week with each new representative. He indoctrinates him in the method of controlled sampling, introduces him to hospital administrators and head nurses, goes with him to call on prospects.

"Most of the policy phases of the business evolved with experience," says G-P management. "And so did our royalty and franchise fees."

"After careful study we decided on a basic charge to manufacturers of 7 cents a package based on our own cost. This price is now scaled upward depending on the size and weight of the package and the quantity to be delivered."

"Our fees to franchised representatives have a three-way base: (1) the number of births in a territory; (2) the volume of potential business; (3) the number of hospitals a franchised representative can efficiently cover."

"The number of births a month in a given territory is based on actual records of each hospital cooperating with Gift-Pax, since the individual hospital is supplied on the basis of its estimate for the ensuing month."

"However, we check these hospital figures with the vital statistics of the given city, and with those of the National Office of Vital Statistics, Federal Security Agency, Public Health Service, in Washington. Another check we can make if necessary is the

SALES MANAGEMENT

American Medical Association list of hospitals and their birth records.

"We find that there is less variation in the cities of the U.S. than one might expect. The number of births in a metropolitan area usually can be forecast very closely. We now have a table set up, listing our total monthly coverage by states and their larger metropolitan areas. In this list, for example, the metropolitan area of New York City (50-mile radius) has 16,500 births a month. A city of 400,000 population has 1,000 births a month. The total distribution of the entire country is 100,000 gift packages a month."

There are now 12 franchised representatives affiliated with Gift-Pax New York. Each one averages six or seven local accounts, on which they pay 10% royalty to headquarters. In turn, they receive a 65% royalty on all national accounts for which they distribute samples. Almost without exception franchise fees are offset during the first year by the royalties from national accounts.

Because of the preponderance of retail services, such as diaper, dairy, etc., in local communities, many of them make use of coupons.

Gift-Pax has developed a routine procedure which is acceptable to most metropolitan areas in which there are franchised representatives. Among them: coupons for free sittings at local photographers' studios; coupons for a specific amount of groceries with a \$5 order; \$1 deposit in a savings bank for the new baby; coupons for gifts of bibs; lamps and other small items from furniture stores; coupons for a free quart bottle of milk.

Gifts for Mother, Too

Local corsetieres and lingerie shops, Gift-Pax says, do exceptionally well with gift coupons because the new mother usually plans an entirely new wardrobe after baby's arrival. Other local retail establishments that find this form of advertising profitable are drug, department and appliance stores. For example, Marshall Field & Co., Chicago, issues an attractive catalog of baby products to be found in its baby department, for distribution through Gift-Pax.

Coupon redemptions average approximately 25%. Coupons are normally mailed in by the new mother two days after the birth of her baby. Nurses in hospitals often cooperate by helping her to fill them out.

Gift-Pax also has a program for merchandising its service. "We of course realize," says G-P management, "the importance of informing

Got a moving problem?



"Handle with care" —



is the word on *everything* AMERICAN RED BALL moving specialists transfer! Office or home — *ALL* items go safely — at cost *LOWER THAN MOST!* Consult yellow pages of your 'phone directory for your *nearest* AMERICAN RED BALL AGENT! FREE PERSONALIZED ESTIMATE!

Rely on AMERICAN RED BALL

TRANSIT COMPANY INC

PIONEER NATION-WIDE MOVERS

These days are busy ones for the electronics industry... days when you will especially appreciate the time-saving, time-tested services of

"THE REPRESENTATIVES" of Electronic Products

Manufacturers, Inc. Here is an organization whose membership numbers the most highly qualified men in the field. It is fully equipped to assist you and your employees in understanding the accepted electronics industry trade practices, and to promote better relations in the industry through ethical sales representation either locally, regionally or nationally.

Since 1935, the REPM has served electronic products manufacturers ably and efficiently.

National Headquarters Office
"THE REPRESENTATIVES"
of Electronic Products Manufacturers, Inc.
600 S. Michigan Avenue, Chicago 5, Illinois
HArrison 7-2402



Burton Browne advertising



SAN DIEGO IS BIGGER



MORE HOMES PER POPULATION THAN

Salt Lake City, Utah	29.8%
Peoria, Illinois	30.3%
Dayton, Ohio	29.3%
Lexington, Kentucky	28.3%
Lynn, Massachusetts	23.4%

SAN DIEGO, CALIFORNIA . 31.2%

Source: Consumer Markets 1952 Edition

Take advantage now of the GREATEST
HOME DELIVERED CIRCULATION in
the history of these two newspapers.
San Diego homes can not be reached
as effectively by any other media --
local or regional.



**San Diego Union
and
EVENING TRIBUNE**

REPRESENTED NATIONALLY BY THE
WEST-HOLLIDAY CO., INC.

all distribution levels about what each manufacturer is doing to promote the sale of his baby products. It makes for an enthusiastic approach to his products, on the part of his distributors, with respect to sales possibilities.

"We plan mailings for each of our accounts in the areas which are being sampled, to both the distributor and the retail level, advising them what the manufacturer is doing in the way of sampling promotion in their areas.

Included with a mailing is a photograph of what the Gift-Pax package looks like, and a list of the hospitals in their immediate vicinity. There is also a return postal card, asking for a salesman to call, so that if the local dealer hasn't stocked the baby products, he can still take advantage of the tie-in.

More Sales for Retailers

"In effect, our merchandising program brings the entire sampling operation directly into a local dealer's orbit by telling him which hospitals in his immediate neighborhood are participating, and pointing out to him that the sampling will definitely reflect in added sales for him."

During the four years Gift-Pax has been in existence it has gathered some appraisals of the results of new-mother sampling. Examples:

Clapp's Baby Food Division of American Home Foods, Inc.: ". . . Since we started to use the unique Gift-Pax distribution of samples to new mothers we have noted a steady sales increase in the areas where the gift packages have been received. In this connection we have recently completed a consumer survey to determine our percent share of the market among recipients of Gift-Pax packages. As a result, we want to extend our coverage to other areas."

A diaper service: "We had an immediate 18% sales increase after participating in Gift-Pax sampling."

A paper product manufacturer: "In the areas where our samples were distributed we noted a 10% increase."

Because of the healthy growth of the baby products sampling service, Gift-Pax is now widening its scope to include cosmetics and grooming aids.

"While the new mother is in the hospital," says G-P management, "is a good time to bring toiletries to her attention. The fact that she is constantly receiving visitors inspires her to look her prettiest . . . hence she is in the mood to try samples presented to her by cosmetic manufacturers. She has time to try a new nail polish or a new make-up kit or anything else that will perk up her appearance."

SALES MANAGEMENT



Harder selling for the softest drink...

Occasionally we find some backward business men who cherish the cockeyed concept that the farmer is a simple yokel who seeds crops, watches them grow, and sells them for what he can get.

Today the good farmer has to be a good businessman. And like most businessmen, he has to learn to handle competition in his own industry.

Consider the case of the dairy farmer. More vegetable oils in margarine, cheese and ice cream are cutting down his milk markets.

So in an article in its May issue, **SUCCESSFUL**

FARMING urges its reader farmers "Let's

Sell Milk," tells them why and

how. Milk marketing is not only

a challenge to the dairy industry,

but to the advertising business as

well... From now on you are going to find yourself

"milk conscious." And don't be surprised if you see more automatic vending machines selling milk!

"Let's Sell Milk" is typical of the practical, informative and stimulating content that makes money for Midwest farmers.

And make no mistake about it—the SF subscribers *do* make money! In the fifteen Heart States where 87% of this magazine's 1,250,000 circulation is concentrated, the SF farmer has

larger investment in land, herd, buildings and machinery, uses the best methods, gets highest yields of major cash crops—meat, grains, milk and poultry products. The average annual cash farm income of SF subscribers is in excess of \$10,000...64% above the national farm average.

These farmers are one of the **choice** class markets in the world today—both for business and consumer needs. They have had a dozen years of good crops and good prices, paid off mortgages and indebtedness, have far more spendable income than their urban equivalents.

Their standards of living are on the rise. They are rebuilding and remodeling, installing new kitchens and bathrooms, central heating, major appliances; buying furniture and furnishings.

General media merely fringe this market, and TV still misses most of it. To balance national advertising schedules, get maximum national potentials in sales—the national advertiser needs **SUCCESSFUL FARMING** for its penetration, its real influence. For details, ask the nearest SF office.

MEREDITH PUBLISHING Co., Des Moines... New York, Chicago, Cleveland, Detroit, Atlanta, San Francisco, Los Angeles.



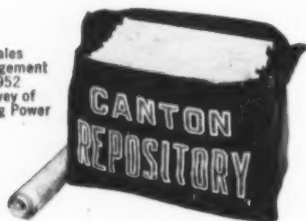
it costs
42* less
to advertise
and sell



in the Canton, Ohio REPOSITORY

Families in Canton, Ohio spend \$1165.00, or 42% more on food per year than the national average. Consequently, the food advertising dollar you invest in The Canton Repository reaches a market 42% richer than the national average. On a cost-per-sale basis, then, it costs 42% less to secure food sales through Canton's only daily newspaper — The Canton Repository. Include this powerfully-selling newspaper on your food advertising schedule — get 100% city zone coverage (98.8% home delivered) in this rich market!

*Sales
Management
1952
Survey of
Buying Power



A Brush-Moore newspaper represented nationally by Story, Brooks & Finley

Shop Talk

Lavendar and Old Lace, Chap. II

A gentleman whose opinion I respect takes issue with me on my comments about "a return to good old-fashioned selling" in the last Shop Talk column (SM May 20).

He says: "When most people talk about 'old-fashioned selling,' don't they refer in the main to hard work? And isn't the main problem today that so many salesmen are used to having customers come to them, they fail to appreciate the need for initiative in seeking customers out?"

"I'm all for old-fashioned selling if it means the reverse of this problem. Many a sales manager would be happy if his salesmen with pre-war experience would only go back to selling as they sold pre-1941. I think we *can* sell today's products with yesterday's arguments. The trouble is the salesman just won't argue as he once did."

Well, gee, whiz! If my friend wants me to say that hard work is the pre-requisite to success in selling, as it is in just about every other vocation known to man, I'll say it. But I have a few where-ases and a few provisos.

Let me go back to a fundamental: If a salesman fails, he fails for one of three reasons. He fails because he is miscast in his job; he hasn't the right aptitudes; his heart isn't in it. He ought to be a riveter or a biological chemist, or an interior decorator or the supervisor of the bird-house at the zoo. In that case, the sooner he gets out of his selling job, and finds his own niche, the better. Beyond this consideration—if he's failing—there's only one of two reasons. *He isn't working . . . or he isn't working right.*

So we agree that a successful salesman has to apply the elbow grease, exert the brain power, and wear out the tires and the shoe leather. But the real pay-off for the man himself—and for his company—comes in the answer to the question: "Is he working *right*?"

Here's where we come to the crux of my chronic disagreement with the whoop'er-up school of sales evangelists. They split the rafters with one version or another of "Buckle Down Winsockie." They extol the wisdom of getting to work early and making one more call late at night. They tend to convey the impression that if a man will follow the advice the whiting gave to the snail in "Alice in Wonderland," to "walk a little faster," he will thereby become the beneficiary of many more orders. They tend to confuse mere *activity* with *constructive sales effort*. They talk far too much, in my estimation, about working, and not nearly enough about working *right*. Actually, many salesmen I know ought to work much more slowly than they do; these men are the hit-and-run boys. They're not giving enough painstaking attention to customer education and basic confidence-building. They're not making the third and fifth and seventh call often needed to get an initial order and to cement strong customer relations in behalf of future business. They're cream-skimmers.

It seems to me that our basic concept of what it means to work right has changed materially over the past 10 years, and it continues to change. That's why I feel we're on the wrong track when we talk about "going back to good old-fashioned selling."

If you don't feel that our concept of what it means to work right has changed, you might analyze the sales methods of some of the young men, who before the age of 40, have already reached managerial positions in sales in their companies. They won management level jobs early in their business lives because their working methods were significantly different from the working methods of the typical old-timers.

To begin with, they have a different attitude toward selling as a career. They have a whole chestful of new and better sales tools which they have learned how to use. They regard selling less as a battle and more as a problem in buyer education. They deal less with merchandise than they do with ideas. They know less about nuts and bolts and more about people.

Within the last fortnight I talked with one man, presently a district manager for his company, who *didn't* get the nod when a bigger job opened up in his company. The management explained its choice of an old-timer who was appointed by saying that "Joe got the job because he has such a big personal following. He knows everybody in the trade . . . can call 2,000 dealers by their first names. Joe has friends!"

Well, I just can't help wondering if Joe isn't a member of a vanishing race. I know that a lot of business is done between friends. I know that, other things being equal, most of us tend to trade with the man we know. The trouble comes in that phrase, "other things being equal." The sheer pace of research, the sheer intensity of competition, the high pressure on costs, are all tending to upset the picture in which the "other things" are "equal."

A dealer may have carried Joe's line since Lillian Russell was hot stuff on Broadway, but if Joe continues to rely on his personal friendship with that dealer, and assumes that whatever business is there to be had will automatically come his way, he's due for some heart-breaking disappointments. Some other salesman named Steve—one the dealer never saw before—is going to come along with a convincing story about more frequent turnover, better national and local advertising, and better packaging or an otherwise improved product. Steve's going to add all of these things up under the dealer's nose and demonstrate that they mean profit for the dealer who comes along. In so doing, Steve's line will go in, Joe's line will go out. The dealer profits, and what happens? Now Steve has made a friend, and Joe's first-name status with his old customer is no longer the element that tips the order his way.

What I'm saying is this: The day when a lot of business gravitated to any one salesman and any one company because somebody in the company "knows everybody in the trade," is passing. Unless these acquaintanceships are fortified with a mighty lot of reason-why salesmanship, some unshakable answers to the buyer's question, "What's in it for me?" and patient fence-mending by the salesman and the house on prompt and efficient service, these "followings" are just going to drift away to sources represented by a higher level of salesmanship.

To come back to my man who didn't get the job: His observation to me made a lot of sense. "It's true that *right now* I don't know as many people in the trade as Joe knows. But I know how to build customers for the long pull. I know how to *make* friends. Give me a year, and I'll have as many friends as Joe has!" I think the company promoted the wrong man.

So maybe the friend I quoted in the first paragraph, and I, are not in too much of a state of disagreement after all. I'll agree with him that salesmen do need to learn to work, if he'll come along with me and agree that the statement won't really hold water until those same salesmen also learn to work *right*.

A. R. HAHN
Managing Editor



"We are especially pleased with the completeness and accuracy of Western Union's reports."

Use fast Western Union OPINION POLL Service



Western Union's Opinion Research Polls spot-check publications, radio, and television audiences, consumer reactions and brand ratings...obtain opinions and requirements from professional and industrial customers.

Other Western Union Services

- **MARKET SURVEYS**—Fast, efficient way to check consumer attitudes and brand preferences.
- **DISTRIBUTION**—Fast distribution and messenger service.
- **CIRCULATION VERIFICATION**—Checks titles, buying influence and addresses.
- **"OPERATOR 25"**—Enables advertisers to give prospects names of local dealers by telephone—provides missing link between advertiser and consumer.

For further information on any or all these special services, call your local office of

**WESTERN
UNION**

'YONNE SAYS:—

I KNOW
Bayonne's



ASK ME FOR A
COPY OF OUR LATEST 10 WEEK
GROCERY STORE INVENTORY

"Bayonne cannot be sold from the outside"

THE BAYONNE TIMES
BAYONNE, NEW JERSEY

Nationally Represented By **BOGNER & MARTIN**

Veterans Train Cubs, and Everybody Lifts His Batting Average

Minnesota Mining & Mfg. Co. is running a soup-to-nuts sales training course set up to accomplish a double-barreled objective: To get newcomers grounded in effective sales techniques, and to re-train experienced men.

BY J. S. CROCKETT
Sales Training Manager
Minnesota Mining & Mfg. Co.



**Seven Basic Steps in
MM & M Training**

1. Put trainee at ease.
2. Create interest. Make him realize that he can improve his ability to sell, increase his ability to earn, and be able to work more easily and effectively.
3. Tell him to concentrate on key points, how it is to be done, why it has to be done that way. Stick to key points. Don't talk too much at one time. Use simple language. Men learn more from discussion than they do from a lecture.
4. Show him. Set a high standard. You can't expect a trainee to do a first-class job if you give a second-class demonstration.
5. Have him do it, but be sure he's ready. A failure the first time will affect self-confidence. Let him do it alone; don't step in and take over the minute he makes a mistake. Compliments are an essential part of training.
6. Correct him, but show him how he could have done it better. And compliment before you correct. Don't overdo correction.
7. Employ repetition. Repetition enables him to retain what he has learned.

Three simultaneous benefits accrue when an established salesman acts as the trainer of a new salesman:

1. The new salesman benefits not only by seeing practical application of techniques which have been field-tested, but he has the added advantage of associating with a salesman who is a success.

2. The established salesman benefits because to get a trainee started on the right course, the older man has to make a study from material furnished by the home office of basic elements of good salesmanship. He may find that, although he is successful, he has slipped into some bad sales habits.

3. The company benefits, through strengthening its established sales force, while new, properly selected and adequately trained men are being added. Training is useless, of course, unless there are proper safeguards to assure good raw material.

Minnesota Mining & Mfg. Co., St. Paul, Minn., has thoroughly pre-tested its current sales training program with approximately 1,100 salesmen whom the company employs in 17 geographical divisions.

3M district offices now have the program in operation, with sales managers, supervisors and established salesmen using bulletins, instructions and suggestions. The newest and most applicable visual aids are used to speed the learning process, as well as to increase retentiveness.

A thorough training program need not be complicated if it is broken into logical parts, and if the training proceeds from one step to another.

Basic requirement is recognition of four essentials that develop a successful salesman.

1. Attitude: The successful salesman must believe in the job he is to do and the way he is to do it. He must believe that he has an opportunity to earn money and to progress. His attitude must be right so that he will learn what he should know about his job and follow instructions willingly. If his attitude is not right, he will be dissatisfied and will lose interest.

2. Skills: A salesman, to be successful, must learn the value of appearance, personality, the mechanics of selling and many other qualities.

He must know what tools to use and how to use them.

3. Knowledge: The successful salesman knows his product. He is so well grounded in facts about his product and its consumer benefits that he does not need to hesitate for answers.

4. Work Habits: The successful salesman knows the correct procedures for selling his product. He forms the habit of using them to get leads, make approaches, demonstrate, answer questions, present the sales argument, and close the sale. His work habits become so much a part of him that he does the right thing automatically. When proved procedures are followed, best results are obtained.

Three principles furnish the foundation for the 3M sales training program: The job has been expertly analyzed; job problems have been carefully studied; solutions are field-tested and teaching is based on successful experience.

Let's study a typical new 3M salesman from the time he reports to begin his training.

He reports to the divisional sales manager, who is the administrator of the 3M sales training program in each branch office. The sales manager is a good listener, as well as a friendly teacher. He and his staff are qualified to train the new salesman, to equip him with the necessary knowledge and skills, and to help him achieve job satisfaction.

The first day of training begins with a friendly talk between sales manager and trainee, and an informal review of the 3M story. The status of the trainee, from the start, is that of an equal.

The sales manager introduces the trainee to other sales managers in the same office, and to the office manager. The office manager in turn introduces him to all key branch and warehouse personnel. Guiding principle here is that it is easier to work with people whom you know.

The office manager reviews the ground to be covered during the trainee's office indoctrinational period. A thorough understanding of office procedures makes the salesman's job in the field easier. There is a visual presentation to emphasize the importance and techniques of cooperation between field and office staffs.

The trainee's work in the office proceeds in an orderly fashion, busy and interesting, but never at a breathless pace. The trainee *does*, as well as *observes*.

He works a day with the city sales desk editor to learn the processing of orders. In the warehouse, he gets a thorough grounding on receiving stock, filling orders, stock rotation, etc. With the branch sales correspondent, he covers such subjects as customers' special delivery requests, information requests, etc.

Each day's training in office procedure is concluded with a review between the office manager and the trainee to clear up problems and questions which arise.

When the week in the office is concluded, the trainee returns to the sales manager for a complete review. This gives the trainee opportunity to evaluate the instruction he has assimilated; it also gives the sales manager opportunity to rate the trainee. The

sales manager is required to "rate" the possibilities of the new man in reports to the home office, based on his own observations and those of the office manager, warehouse manager and others who have had a hand in the training.

Among the various selling tools the new salesman accumulates in his first week, is a salesman's manual which includes a training quiz of 73 questions. His first day on the job, the sales manager hands the manual to the trainee, calls attention to the quiz and reminds the trainee that each question will be answered somewhere along the training route, verbally or in material to be supplied. Then the sales manager detaches from the manual a master list of correct answers, places the list in the trainee's

Typical Questions Selected From the MM & M Quiz

1. What is the trade class definition of a jobber who sells paper tape?
 2. What is our Return Goods Policy when the customers complain of the quality of the merchandise? What are the steps for returning merchandise?
 3. What is a Dun & Bradstreet report?
 4. What are 3M's terms of sale?
 5. If you make a faulty recommendation on a product application, what are the steps for returning the merchandise?
 6. What is 3M's freight allowance?
 7. Can bulk and boxed tape be combined for maximum discount?
 8. How is an inquiry from the government handled?
 9. Your company requires an itinerary from you. When is this sent in and why is it necessary to mail it promptly?
 10. What is the General Line Book and what are its functions?
 11. What is a drop shipment?
 12. "X" Supply Co. makes a request to handle our line of tapes. As a salesman, what do you do?
 13. You're working with a distributor salesman of "A" Company, and he asks you to go into a large industrial consumer that has been buying from a competitive jobber. What do you say?
 14. What is the purpose of the Weekly Reminder Book?
 15. Briefly explain the steps you should use in setting up your territory for systematic coverage.
 16. When an order is taken from a customer, what do you say in determining the name of the jobber to handle the order?
 17. Why is it good business for a distributor to carry only one line of tapes?
 18. What are the arguments to induce a distributor to follow our suggested resale prices?
 19. What is the purpose of distributor sales meetings and how often should they be held?
 20. Each month you will receive an IBM Customer Analysis Sheet. How is this used to promote additional effort on the part of your distributors?
 21. What is a plant survey and how is it used?
-

file to be matched with the trainee's answers when he is given the quiz at completion of the training course.

(See page 81 for some typical questions in the training quiz.)

With completion of the office indoctrination, the trainee goes into the field, prepared for his on-the-job training.

At this stage, the trainee is ready to meet the successful, established salesman who is to act as his trainer. The trainee benefits by the 3M policy of setting up two basic qualifications for field trainers:

1. The trainer must possess supervisory promotional possibilities.
2. He must have qualities as a trainer or teacher, including friendliness, proper mental attitude, product knowledge, good work habits and selling skills.

Salesmen selected as trainers are not paid for working with trainees. They are warned that training means additional work. They are told that selection as trainers does not guarantee promotion. They must continue to perform all their functions as salesmen in their territories.

How Veterans Benefit

It is, however, an opportunity for the salesman to prove himself worthy of future promotion. The title of "field trainer" offers recognition and distinction.

While the salesman does not receive additional compensation for his work as a trainer, records disclose that normal earnings of trainers increase. Perhaps it is because the salesman, to set an example, bears down in the matter of calls and efficiency on his route.

Records also disclose that the established salesman's earnings maintain that increase when he is not busy as a trainer. While training a new salesman, he has re-acquainted himself with some basic principles of salesmanship which may have slipped away from him.

3M believes that using established salesmen as trainers:

1. Is a definite pat on the back for the trainer.
2. Provides incentive.
3. Re-instructs the salesman in doing the job correctly, eliminates bad habits he may have accumulated.
4. Keeps established salesmen fit, builds volume and improves customer service.

While salesmen are given latitude

in the development of trainees, nothing is left to chance. The salesman has a rigid minimum schedule of points to cover. Even the manner of contacting the trainee (in advance of the beginning of the work week, to put the trainee at ease) is outlined for the salesman.

Working days of the salesman and trainee are devoted to making actual calls on established customers, on new contacts, and on distributors.

The function of each type of call is demonstrated by the field trainer by actual performance in maintaining present business, obtaining new business, and supporting distributors.

Each trainee works with a minimum of two field trainers, and a sales manager may require him to work with additional salesmen. This adds "depth" to his training. It offers a basis of comparison and a chance to see different personalities handle the same job with equal competence.

A number of evening sessions are included in the on-the-job training. Subjects covered include administrative aspects of the trainee's job; the reason for the forms the trainee will use; how they are filled out; when they are to be sent in.

Included in the evening sessions are six sales training films. These films deal with fundamentals of good selling habits, and are tied in with the 3M system of selling.

The trainee works two weeks with trainers, then has two more weeks of free-lance salesmanship. A sales supervisor is selected to work with the trainee for an additional week. During this week, the trainee "carries the bag," and the supervisor utilizes this period to obtain an accurate performance rating of the trainee. The supervisor at the same time dis-

cusses performance with the trainee, suggests areas which need strengthening, and outlines what the trainee can do to improve.

The trainee's final interview is with the sales manager; before that interview, the sales manager receives rating reports from all personnel who have worked with the trainee. A sales performance chart provides material on the trainee's free-lance sales performance.

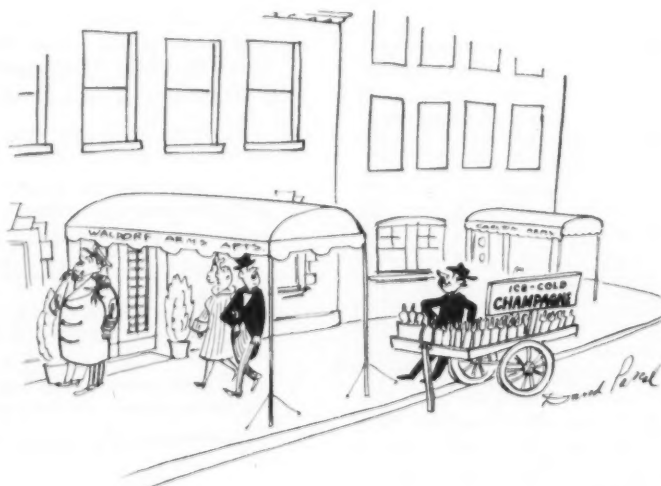
At that final resumé there is a trainee's quiz. His answers to 73 questions are discussed with the trainee. This gives a clear picture of how much he has retained, and how well he practices what he has learned.

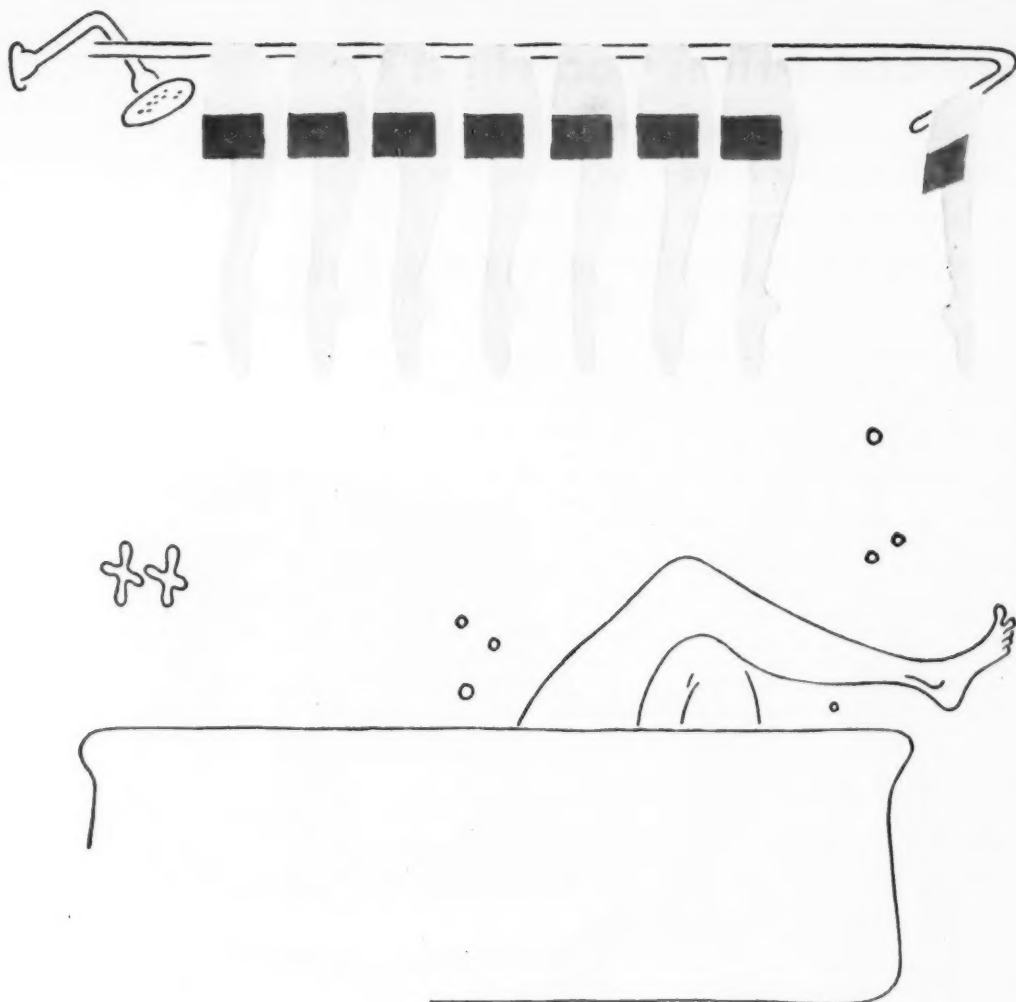
At completion of the interview, and with the extensive reports he has about the trainee, the sales manager knows whether the man will be a valuable addition to the 3M sales force. Some trainees are sent to the 3M home plant for an additional two weeks of training on technical lines.

The sales training department's aim is to keep sales training on a practical and sound basis. Nothing covered in the training program is based on theory. All personnel assigned to teaching are successful men, experienced in the subjects they cover.

Cost of adequately training salesmen is comparatively high—estimated at between \$3,500 and \$4,000. That is one of the reasons candidates are selected so carefully. The company averages only one trainee for 25 candidates who begin the screening process, interviews and tests.

Minnesota Mining top management indorses and recognizes sales training as a vital "staff sales function," and that is the most important reason for its success.





"Look at the state this girl is in"

She's in Indiana—in a market where women buy $2\frac{1}{2}$ times more hosiery than their equally prosperous sisters in another market farther East.

Why? Call it what you will—fad, fashion or anything else.

The fact is this: The United States are not uniform states. Consumption varies—market by market, city by city. Even brand by brand.

When you advertise in newspapers you get the flexibility to match those variations. You get the opportunity to use all the selling pressure you want—when you want it—where it will do you the most good.

You can sell almost any product almost any-

where. But in some markets you can sell more—more often. And, after all, isn't that a major reason why you advertise?

We may have some information that will help you pinpoint the high consumption markets for your products. Write or call. There's no obligation.

Bureau of Advertising—American Newspaper Publishers Association, 570 Lexington Ave., New York 22, PLaza 9-6262—360 N. Michigan Ave., Chicago 1, STate 2-8681—240 Montgomery St., San Francisco 4, EXbrook 2-9530.

Sponsored by **The Des Moines Register and Tribune** in the interests of fuller understanding of newspapers

Are List Prices too High?

Is price cutting encouraged—and consumption decreased—by a retail markup which doesn't differentiate between the varying kinds of service offered by retailers today?

Should manufacturers and retailers take another look at their pricing policies? Are many of the Fair Trade and "suggested retail" prices premised on a type of retail selling that today is largely unnecessary or largely unavailable?

These and other questions about pricing and about price cutting were raised on page 21 of SM's April 1 issue, and answers have rolled in from manufacturers and large retailers.

Does a price high enough to provide a profit umbrella for all retailers act to limit consumption? . . . Does a big spread between cost and a fixed list price tend to encourage price cutting by discount houses and others? . . . Should a store that offers no services, such as credit and delivery, be forced to sell for the same price as the store that offers such services?

In general the manufacturers who are willing to be quoted tend to argue that current pricing policies are just about perfect. But off the record many say that the system is antiquated and doesn't fit present conditions. A change is needed, they argue, but who dares to change unless his competitor does? And if he does get together with his competitor, won't he be breaking the anti-trust law?

Macy, Easy Washer Disagree

Q. Forrest Walker, economist, R. H. Macy & Co., Inc., says, "The plans used by the automobile producers might furnish a good model. There the manufacturer suggests the retail price, but the dealer works out the trade, whether by adding or subtracting accessories, absorbing part of the shipping costs, or adjusting the trade-in value, etc. Except under conditions of very tight supply, it is a free market in the sense that competition has a chance to operate without legal penalties. The industry could never have grown to its present stature without that flexibility of net resale prices."

But G. W. Burns, general sales manager, Easy Washing Machine Corp., doesn't agree. "White goods

priced in accordance with the formula used in the automobile industry would still further confuse the public and would not be the answer to the problem."

In the original article the comment was made that many department stores are throwing out their appliance departments because the markup is insufficient, and yet around the corner is a long-established "discount" house that gives 20% to 30% off the list price on the same merchandise, and prospers doing so.

Mr. Walker of Macy's comments on that type of competition. "There can be no doubt that fixed resale prices encourage price cutting. Moreover, it is price cutting of a particularly vicious type, because the law-abiding distributor cannot be protected against it. For large appliances and many other products, department stores and other retailers provide the display and promotion, and less scrupulous dealers send their customers to these distributors to select the models, with assurances that anything so displayed can be bought from them at substantially lower prices. How long the large distributors will continue to supply these showroom services and hold an umbrella over the price cutter remains to be seen."

The importance of competition from stores that do not offer credit and delivery is pointed out by E. B. Weiss of the Grey Advertising Agency, Inc., who tells of a chain of hard goods stores in New Jersey which, in one store unit alone, does a volume of \$6 million, primarily on hard goods with a self-service technique and with an average markup—believe it or not—of only 14%!

Consumers Expect Discounts

Laurence Wray, editor of McGraw-Hill's *Electrical Merchandising*, believes that our whole distribution system as we have known it in the past is slated for some revolutionary changes.

"The consumer looks upon our price structure as merely a starting point in her bargaining. The mer-

chants of old were usually smart enough to set their asking price high in order to have sufficient margin to indulge the bargaining fever. We take the opposite tack. Our opening gambit on a sales pitch is to offer a 20 per cent discount. Little wonder our prices are all suspect . . ."

"A recent study by the University of California on the subject of discount houses in the Los Angeles area showed over 40% of sales of white goods through those channels . . . the conclusions of the study were:

(1) Consumers today have been trained to buy at a discount.

(2) The desire for many expensive, infrequently-bought items available today, stimulates buyers to seek discounts.

(3) Fair-Trade-supported margins are high enough to make discounting both possible and desirable for many dealers."

H. L. (Red) Clary, v-p Sales, the Norge Division of Borg-Warner Corp., doesn't agree. Their policy aims at maintaining a dealer profit margin sufficient to provide the non-cut-price outlet with finances for an adequate specialty selling and sales promotion program—such as demonstrating and selling a relatively new home appliance, such as a freezer, for example, right in the home. "The cream of the crop, the business which means repeat sales, is going to the retailer whose profit is sufficient to pay for his sales and service program."

Theoretically Good, but Impractical

Joseph F. Zarish, executive vice-president of Spring-Air Co., Chicago, writes: "I truthfully agree with the statements made in the article, but it is very impractical. At the present time we are getting criticisms from several large retailers—especially department stores—complaining of the fact that they cannot make 100% profit on each mattress sold. They are quite vociferous in this demand and are bringing pressure to bear by getting the merchandise they want from smaller manufacturers. . . The large mass seller who is able to get plenty of traffic in his store does not have the need for such a high profit. . . My feeling is that sales would be decreased if the customer had to pay extra for charge accounts and/or delivery service, unless it were adopted nationally and then, of course, policing would be very difficult. I would certainly agree, though, that if the "legitimate" retailer narrowed the spread between his selling price and that of the discount house,



SOMETHING MISSING...

LIKE CALIFORNIA WITHOUT THE BILLION DOLLAR VALLEY OF THE BEES

When you plan your sales attack in California, don't overlook the Billion Dollar Valley of the Bees. This big inland market has more buying power than San Francisco and Oakland combined. So make sure your schedule includes the Valley's favorite newspapers... the

Mc CLATCHY NEWSPAPERS



THE SACRAMENTO BEE • THE FRESNO BEE • THE MODESTO BEE

NATIONAL REPRESENTATIVES . . . O'MARA & ORMSBEE

he would considerably strengthen his hand."

W. A. Blees, vice-president in charge of sales, Crosley Division of Avco Manufacturing Corp., is one of the far-sighted sales executives who fears that present high markups may become an important deterrent to buying. "There will be a real test of business in the next few years." He is thinking, for example, about the problem of keeping our factories busy when defense spending eases off. And if the costs of selling could be reduced 10%, the consumers could buy that much more merchandise.

Service Is Costly

Some executives argue that the public should not object to paying full list prices, even though the markup may be steep, because, as stated by Godfrey M. Lebharr, editor-in-chief, *Chain Store Age*, "The major service which most regular retailers render lies in carrying a sufficient range of lines and items in a sufficient variety of colors, sizes and qualities to satisfy the customer's needs. Such a service is costly because it involves carrying many slow-moving items which even a higher-than-average margin does not offset, and also many narrow-margin items which even a faster rate of turnover does not offset. The public cannot have the kind of stores it apparently prefers unless it is willing to pay what it takes to operate them. Fair Trade prices recognize such realities. . . . The reason you can run a super market on a 17% gross, but cannot run a department store, a drugstore, a variety store, a book-store or any other kind of store without a much higher gross, is that the rate of turnover in the case of food products is substantially greater than that of any other kind of commodity." He then points out that there is very little fair-trading of grocery products but that super market operators appreciate the higher Fair Trade prices on their non-food items, such as health and beauty aids.

R. C. Berner, Keystone Camera Co., agrees that fair trading is very important in protecting the specialty camera stores that offer many specialties and that are vital in the proper sale and use of his company's products.

R. C. Casselman, sales manager of the Polaroid Corp., agrees. "Photographic products are sold by and large through photographic specialty houses, of which there are about 3,000 good ones, plus another 2,000-3,000 that also handle other types of equipment,

and for which the photographic line may be only a sideline. . . . Stores like this need to make a fairly good margin in order to stay in business. Almost all of them have the facilities and staff to handle a great deal more business than they are getting, so that enormous increases in industry volume could be accomplished with very little increase in retail overhead.

"I will guarantee that if all margins on all photographic items in New York City were reduced to the discount house level, everyone would go quietly broke because only an insignificant amount of increased volume would result from the general price lowering. If the discount house were not underselling the established dealer his volume would drop to nothing — but if the established dealers were required to sell at discount house margins they couldn't stay in business."

Must There Be Only One Fair Trade Price?

John W. Hubbell, vice-president of the Simmons Co. and past chairman of the board of Brand Names Foundation, and long active as an advocate of price maintenance, says, "One theory I have had is that price cutting of fair-traded merchandise may be good for a segment of the population and for an isolated few stores, but it isn't good for the distribution system as a whole nor for the public as a whole. I think that is the flaw in the Revere Tape Recorder illustration."

Mr. Hubbell refers to a list price of \$225 for a Revere Tape Recorder, with the product easily available at \$155 in nearby stores that do not offer credit or delivery.

Mr. Hubbell believes there should be one price only for an article, but some of the men who have been a thorn to fair-trading manufacturers believe otherwise. John Schwegmann, Jr., head of Schwegmann Bros., the huge New Orleans super market, writes, "Although I am virtually opposed to Fair Trade laws in any form, and am against subsidies and tariffs, I think the Fair Trade dealer would strengthen his hand if the spread between his selling price and the price quoted by a discount house or other price cutter were narrowed. I think the idea of a lower price based on what the customer actually gets and not what he has to pay for, whether he receives services or not, is sound. . . . Breaking down the cost of delivery, charge accounts and special services into an article price of deliv-

ery could be easily done. It might be that the easiest way would be to put the extra charges on a percentage basis. Some way could be found to divorce the actual cost plus a reasonable profit from the exorbitant profit in the Fair Trade price, which can cover services and inefficiency. Trial and error would soon clarify the matter. . . . It has been my experience that the public has lost faith in the reasonableness of manufacturers' fixed prices, and the fact that Fair Trade prices are fixed at such an exorbitant profit (50% or more at the retail level) has had a great deal to do with bringing about such a situation."

J. E. "Doc" Webb, president of Webb's City, St. Petersburg, which operates 51 departments and does an annual business of \$25 million, writes: "Why should a cash retailer with a low overhead, with no shopping service, credit or delivery, be forced to sell merchandise at the same prices as the luxury stores that give these services charge? You see, Webb's City does not have credit or delivery, and under the Fair Trade law we have to charge our customers for all these services. Therefore, the manufacturer would do well to allow the cash merchant a lower Fair Trade price, under a new Fair Trade law."

Robert P. Swan, director of retail sales promotion, Personal Products Corp., says that his company's Fair Trade prices are set on a cash-and-carry basis now. "We believe this is true of most staple goods manufacturers on Fair Trade. There is nothing in Fair Trade that prevents the service retailer from adding his service cost to our Fair Trade prices—nothing, that is, except competition. Most Trade prices are set on a minimum rather than maximum basis. Every manufacturer knows that his Fair Trade price must be set at a point that will really attract and interest Mrs. Consumer alongside competitive products. No manufacturer can for long get a premium for his product unless he has a true premium product to sell—one that will stand up against competition."

Accountants or Salesmen?

E. R. Taylor, vice-president, Motorola, Inc., points out that "television has been a much maligned piece of merchandise by many department stores, simply because of their method of accounting. This situation has been brought into sharp focus in the past few months by various studies, which show that although television may carry a shorter margin in terms of



**a
habit**

**nobody wants
to break**

WOAI

For 32 years folks in the Southwest have
made a habit of listening to WOAI. They've
depended on WOAI for accurate news, the
best in entertainment, and for what and
where to buy things. It's an old habit—
a good habit.

**THE MOST POWERFUL ADVERTISING
INFLUENCE IN THE SOUTHWEST!**

**NBC
TQN**

Represented Nationally by
EDWARD PETRY & COMPANY, INC.
New York — Chicago — Los Angeles — St. Louis
Dallas — San Francisco — Detroit

CLEAR CHANNEL 50,000 WATTS

WOAI

SAN ANTONIO

percent, its dollar gross is good because of the rapid turnover."

J. B. Elliott, vice-president in charge of consumer products, Radio Corporation of America, writes: "There is no easy road to such a program (two prices—one for service, and the other one if no service) and it would require a considerable amount of discussion and education before it would have a chance of success. . . . Price cutting of any product is the result of an opinion held by a retailer that the margins are more than adequate in such a product to maintain his business and make a

profit; otherwise I am sure there would be no price cutting."

Mr. Walker of Macy's wraps up the case for varying price levels depending on the degree of service offered:

"The basic idea of differentiated prices is not new to us. In the long debate on the resale price-fixing issue, we have consistently maintained that the fixed resale price is established to satisfy the full-service distributor. It compels consumers to pay for services which they may not need or want. Some years ago, at a meeting of the Boston Conference on Distribution,

I made a plea for differentiated prices. As I recall, Paul Nystrom and others have made similar pleas. It is axiomatic that the iron-clad retail price cannot capture the maximum market for a product.

"When resale price fixing was made legal, a means was provided for destroying price competition among distributors. It is illogical to demand price competition among manufacturers and to provide legal sanction for monopolistic pricing of distributive services. We all know that one-half or more of the final consumer price represents costs of marketing. If competition is sound public policy for the production half of the consumer dollar, there is no good logical reason why it should be denied for the marketing half of that same dollar. Since marketing costs vary from distributor to distributor, it simply does not make sense to require uniform prices for distributive services."

SALES MANAGEMENT's pages remain open for further discussion of this hot question: What kind of pricing policy will result in greater production and sales?



THE MYSTERIOUS CASE OF SATURDAY TURNING INTO FRIDAY!

In an unprecedented switch away from Saturday shopping, almost 50% of the people in the St. Paul "half" of the Twin City market now prefer to do their grocery buying on Friday, as compared to one year ago, when customers preferring Friday for food shopping totaled only 38.9%. This sudden change in a shopping habit preference of long standing is of great importance to national food advertisers who reach the 119,000 grocery-buying families in the St. Paul market by advertising in the St. Paul Dispatch-Pioneer Press. The startling swing from Saturday to Friday among St. Paul food buyers is graphically shown in the 1953 St. Paul Consumer Analysis Survey.

DAY OF THE WEEK ON WHICH MOST GROCERIES ARE BOUGHT

DAY	1953	1952	1951
Friday	49.6%	38.9%	36.5%
Saturday	38.9	49.5	51.5

Pertinent facts such as these are of vital importance to national advertisers . . . as is the information on buying habits and brand preferences for hundreds of major products. The 1953 Consumer Analysis Survey will give you a complete, clear-cut picture of customer preferences in the St. Paul market. If you desire a copy, contact your Ridder-Johns representative or write Consumer Analysis, Dept. D.

ST. PAUL
DISPATCH
A RIDDER NEWSPAPER
PIONEER PRESS

RIDDER-JOHNS, INC.
REPRESENTATIVES
NEW YORK
CHICAGO
DETROIT
MINNEAPOLIS
ST. PAUL



A Big Sales Jigger, too

Down in Texas, where they do everything in a big way, Brown-Forman Distillers Corp., Louisville, Ky., has been giving away a 15-ounce, giant-size "Texas Jigger"—to the delight of loyal Texans. More than 600,000 of them have been grabbed with eagerness; 35,585 dozen in 1952, and 14,525 dozen up to mid-April, 1953.

It was developed to aid in the promotion of Early Times Kentucky Straight bourbon and upped sales amazingly. The artwork on the jigger, and English Club Soda glass, is done with alcohol-resistant enamel inks. The supplier is the Federal Glass Co.

Now the company is using, locally, a "Florida Jigger" which has palm trees on it, and a "Tennessee Jigger" with a fishing line and plug.

SALES MANAGEMENT



Something to Crow About

The air conditioning and refrigeration industry can well be proud of its achievements in providing the perfect "weather" for comfort and for increased efficiency in the production of many types of goods.

In selling their equipment and installations to business and industry, air conditioning and refrigeration advertisers rely heavily on the pages of Business Week. They know that Business Week is read by a highly concentrated, selective audience of Management Men—executives who make or influence buying decisions for their firms. These are the men who are constantly looking for new methods and equipment for producing more goods at less cost.

Because Business Week reaches these prospects with maximum efficiency, it regularly carries more pages of air conditioning and refrigeration equipment advertising than any other general-business or news magazine.

YOU ADVERTISE IN BUSINESS WEEK WHEN
YOU WANT TO INFLUENCE MANAGEMENT MEN

BUSINESS WEEK

330 WEST 42ND STREET, NEW YORK 36, N. Y.

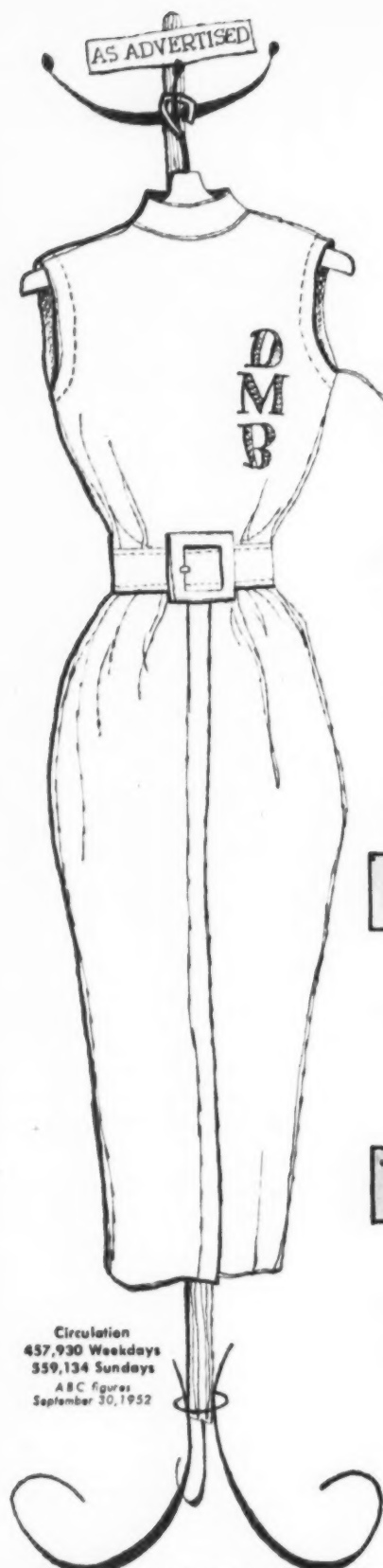


Air Conditioning and Refrigeration Advertisers Reach their Major Markets through Business Week

American Blower Corporation
(American Radiator & Standard Sanitary Corp.)
Buffalo Forge Company
Carrier Corporation
Clarage Fan Company
Crosley Division, Avco Manufacturing Corp.
Frick Co., Inc.
Frigidaire Division, General Motors Corp.
Philco Corporation
Remington Corporation
Servel, Inc.
B. F. Sturtevant Division, Westinghouse Electric Corp.
Surface Combustion Corp.
Trane Company
York Corporation

Source: Publishers Information Bureau Analysis

A MCGRAW HILL PUBLICATION



*Detroit
Women
Are*

on The News

**DMB . . . Detroit Means Business . . . and The News
"fashions" its direction.**

Detroit stores know that The News, with the most interesting woman's features, has the most women readers. To sell them fashions, these stores put **practically as much women's wear linage in The News as in both other Detroit newspapers combined.**

1952 Women's Wear Linage:

The News 3,900,021 Times 1,403,695 Free Press 2,887,761

Feminine favoritism? No. Detroit stores know The News, with its more complete news and sports coverage, has the most MEN readers as well. They give The News most of their men's wear linage, too.

1952 Men's Wear Linage:

The News 1,588,166 Times 733,115 Free Press 1,257,604

Whatever the sex appeal of YOUR product, fashion your sales pattern after the choice of on-the-spot advertisers and use The News to sell most effectively and most economically.

The Detroit News

THE HOME NEWSPAPER

owners and operators of radio stations WWJ, WWJ-FM, WWJ-TV

Eastern Offices: 110 E. 42nd St., New York 17—under management of A. H. KUCH • Western Offices: JOHN E. LUTZ CO., Tribune Tower, Chicago

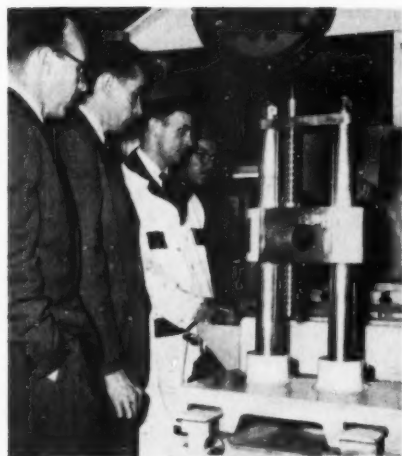
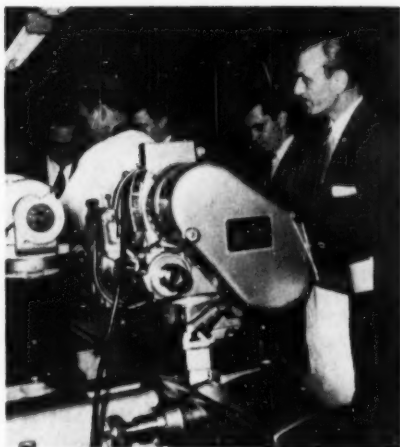
Circulation
457,930 Weekdays
359,134 Sundays
A B C figures
September 30, 1952

Tools for Selling



MACHINE TOOL CARAVAN, a railroad car loaded with 14 British precision machine tools, is now touring U.S. industrial centers. Object: British Industries Corp. has its eye on the U.S. market.

WHAT'S ON BOARD? \$100,000 worth of machine tools, and a sales message: "The machines seen in operation on board the Caravan are presented as an example of a multitude of British products made by Britain's machine tool builders." They are thus introduced and sold in this country by British Industries Corp., which also provides spare parts stocks and factory-trained engineering and service facilities.



BY INVITATION, industrialists and engineers watch a machine at work "under actual machine shop conditions, manned by trained British service men brought here to take part in the coast-to-coast promotional program." The Caravan is designed and outfitted by BIC's International Machinery Division. Idea came from Irwin Lubalin, general manager, IMD. Train has already made four stops—New Haven, Conn.; Boston; Providence, R.I.; Syracuse, N.Y. "Sales results," says Lubalin, "have been splendid."

Why **AMERICAN DECALS** are **No. 1** in your ad program....



Write for Free Brochure...

American Decal complete art and consultation service available without obligation. Write for full color brochure and samples.

American Decalcomania Co.

4344 W. Fifth Ave. - Dept. J - Chicago 24, Ill.
Mfg. Units - Chicago, New York, Cleveland,
Windsor, Ont., Canada

How to put your salesmen
on a prospect's
desk...



Here's a new, good-will
builder that everyone wel-
comes to the top of his desk

Tatum **MONOGRAM** Staplers

with your name here
on 2-color metal plate



all
metal
construction

**KEEP YOUR
NAME UP FRONT
4 WAYS**

1. Your ad works under ideal conditions...on a handsome, useful gift
2. No waste circulation...reach only pros-
pects and customers
3. Long-life medium...your ad lasts 5 years
or more
4. Low cost advertising...your ad makes
sales calls for a fraction of a cent each

Ask your stationer or office supply firm for
details and quantity prices of MONOGRAM
Staplers, or mail coupon today.

WILSON JONES COMPANY
209 S. Jefferson St., Chicago 6, Ill.

Please send complete data explaining how
I can put the MONOGRAM Staplers to
work on our prospects' desks. Also give
me name of my nearest stationer.

Name _____
Company _____
Address _____
City _____ State _____

SM6

SQUARE SHOOTER LUCITE PENCIL



The Advertising Pencil for '53!

Inserts and Ad imprint any color combina-
tion you choose. Fittings—Gold or Chrome
plated. Clip Ad to your letterhead.

ELK SUPPLY CO., BUFFALO 24, N. Y.

Tools for Selling (cont.)

TWO PORTABLE VIEWERS, a "man-size"
model (right) and a midget, desk-top model
(below) helped Reo motors to introduce a
new series of truck engines...



WHEN REO introduced its Gold
Comet engines as standard equipment
in Reo trucks, somebody came up
with an idea: To capture a larger
market, why not offer these engines
as replacement units for other makes
of trucks? Then, when replacement
customer became acquainted with
performance of Gold Comet, he might
switch to Reo next time he bought a
truck. So, Reo took a visual program
to distributors and dealers to (1)

stimulate them to sell replacement engines, and (2) give them a
visual sales tool to accompany their own sales talks. Distributor-dealer
sales meetings were held in the field. At meetings, frames illustrating
engine's technical specifications were projected with larger viewer,
called TransVue. Dealers, in turn, made calls on prospects using same
colored frames, but they were equipped with small viewer, the Midget
VisualCast. Viewers made by Victorlite Industries, Inc., Los Angeles;
distributed by Henning and Cheadle, Inc., 1060 W. Fort St., Detroit 26,
Mich.



MINIATURE REPLICA of the Ful-O-Pep
family of feed bags is The Quaker Oat
Company's way of making it possible for
salesmen to (1) carry full line of poultry
and livestock feed samples, and (2) estab-
lish the "look" of the company's packag-
ing of farm feeds. Salesmen contact farm-
ers and feed dealer prospects. Bags by
Union Bag & Paper Corp., New York, N. Y.

SALES MANAGEMENT



"Three dimensional Stereo-Realist slides are our single most important sales tool"

Says SAM KAMIN, President
Neon Products, Inc., Lima, Ohio

WITH point-of-sale displays and signs — like many other things — it's important to show them to prospective buyers as they actually appear in use, in natural color and three dimensions. Their size, however, presents a real problem to salesmen.

Neon Products Inc., has proven conclusively that true-to-life Stereo-REALIST slides are the answer. Each of 300 salesmen is equipped with REALIST Viewers and slides taken with the REALIST camera. Compact REALIST sales kits weigh only 40 ounces — yet do a better selling job than much heavier sales presentations. Salesmen are enthusiastic not only because of the convenience but also because of the interest and attention which REALIST slides command with their customers.

There is some application for the REALIST in virtually every field of business. If you haven't seen REALIST slides, ask your camera dealer or commercial photographer to show you some. Or for free folder on commercial applications write: DAVID WHITE COMPANY, 385 West Court Street, Milwaukee 12, Wisconsin.



\$159.00 (Tax inc.)

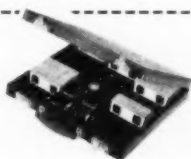
STEREO Realist

The camera that "sees" — in 3 dimensions — the same as you



Cameras, Viewers, Projectors, and Accessories are products of the David White Company, Milwaukee 12, Wisconsin.

ST20-5B REALIST SLIDE AND VIEWER CARRYING CASE



The ideal salesman's stereo portfolio—carry like a brief case. Contains 150 slides and REALIST Viewer. Attractive plastic leatherette finish. Sturdy all-wood construction. De luxe hardware and convenient leather handle.

Job Training is easier with Recording Tape

Tests prove that oral job training works. Sound helps people learn faster, remember better. That's why so many businesses today rely on the clear, life-like reproduction of Soundcraft Magnetic Recording Tape as an easy, effective way to speed up their training programs.

Convenient Way to
File, Store Reels

SOUNDCRAFT TAPE-CHEST®



Save time, save space — with the Soundcraft Tape-Chest. Compact five-drawer unit lets you pick the reel you want at a glance. Keeps reels in one place, safely, neatly. The Tape-Chest is yours at no extra cost with the purchase of five reels of Soundcraft Tape.

For information on
Soundcraft Magnetic Recording Tape,
write:

**REEVES
SOUNDCRAFT
CORP.**

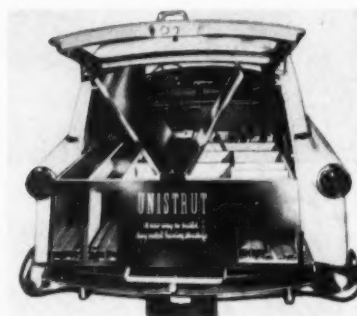
10 East 52nd Street,
Dept. C-6
N. Y. 22, N. Y.



Tools for Selling (cont.)



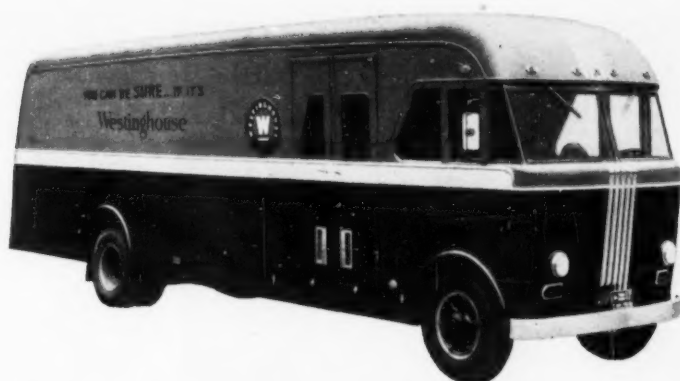
ROLLING EXHIBIT, tucked into 1953 Ford Ranch Wagon, makes possible on-the-spot demonstration of Unistrut's bolted framing system . . .



THE CUSTOMER has to come outside his office to see how Unistrut Products Co., Chicago, demonstrates its pipe and cable clamps, tubing clips and pipe roller supports. Typically, salesman invites customers to "come outside," then salesman removes from Ranch Wagon samples of framing system accessories, demonstrates their use and application. It's done from the tailboard of the Wagon. Fred Fogarty, Unistrut's district manager in Atlanta, says the Unistrut demonstrator "has made a big hit wherever I've used it . . . in approximately 80% of my calls I have been able to have the engineer, contractor or architect come out to see the demonstration."



TWO AT A TIME is how the third-dimensional camera sees the actress in the first 3-D film produced for industry. The movie, "Packaging—the Third Dimension," shows in full color and "true" 3-D how containers are made in the plant of Stone Container Corp., Chicago. Apparently Stone Container, hot on the heels of the movie industry, is first to employ the medium as a sales aid. (Now everybody knows, thanks to Movieland publicity, that "3-D" is not a new insecticide.) Movie was premiered at the National Packaging Exposition, Chicago, and will be shown subsequently to packaging prospects throughout the country. Filmed with a 16 mm. Bolex camera with stereo equipment, movie is produced by Academy Film Productions, Inc., Chicago.



SHOWMANSHIP...

on the road!

This Westinghouse Coach brings electrical control equipment right to the prospect's doorstep . . . demonstrates its uses, highlights its design, and dramatizes its features!

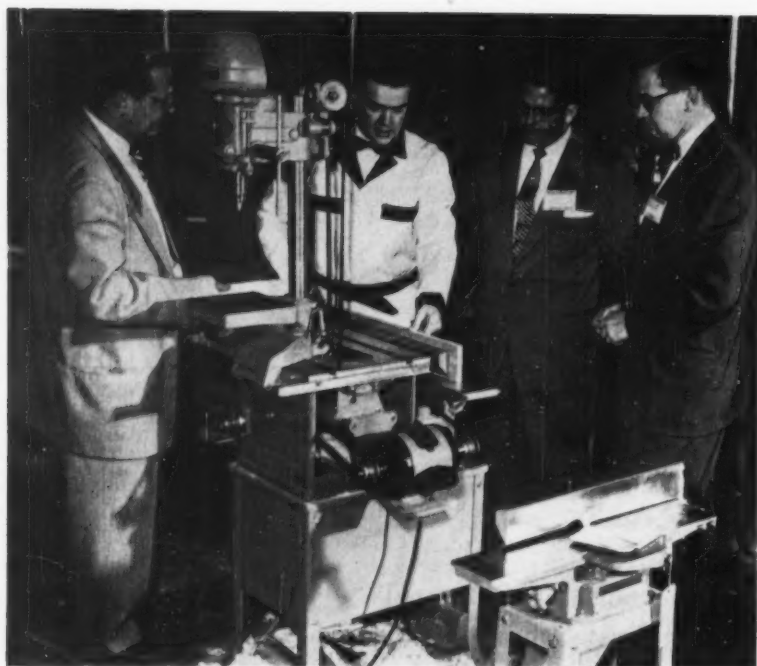
Air conditioned for comfort, the coach is a self-contained unit.

The selling problem . . . presenting a complete line . . . is solved by this direct merchandising approach. Flexible design permits regular conference presentation as well as individual audience participation. If you would like to put YOUR show on the road . . . write, wire or phone today!



GARDNER
displays

PITTSBURGH
477 Melwood St., Pittsburgh 13, Pa., MAyflower 1-9443
NEW YORK
516 Fifth Ave., New York 36, N.Y., VAnDerbilt 6-2621
CHICAGO
1937 W. Hastings St., Chicago 8, Ill., TAYlor 9-6600
DETROIT
810 Book Tower Bldg., Detroit 26, Mich., WOODward 2-3557



DELTA SHOP GETS AROUND wherever trade shows occur. Demonstrator explains features to dealers at National Hardware Show. Power tool will do "hundreds of woodworking jobs," is compact enough to fit into small closet. It wasn't marketed until Rockwell found out what buyers wanted. Then . . .

When Rockwell said, "Here's Deltashop . . ."

... the company hung up a "sold out" sign within four months. Careful market research, close departmental co-ordination and smart promotion launched this power tool when the do-it-yourself crowd needed it most.

You can bet your next paycheck that top-rung manufacturers of power woodworking tools for home use are revising their production figures skyward. By the end of 1952, sales of do-it-yourself motor tools, the combination outfits that can do most anything to a piece of lumber, left manufacturers' warehouses as barren as Utah's salt flats.

Late in 1952, a power tool pioneer, Rockwell Mfg. Co. (Delta Power Tool Division), Pittsburgh, introduced "Deltashop," a multipurpose tool, to deliberately go after a bigger segment of the non-professional market. Early this year, E. W. Ristau,

the company's power tool division vice-president, disclosed that if the company had set its production goals high enough, "we could have sold at least 10,000 additional machines . . . additional retail sales of over \$2 million."

Deltashop took to the public's fancy even faster than Rockwell had guessed it would. The company, as a result, had to re-evaluate and firm up its distribution system on the double quick.

Other manufacturers, like The Black & Decker Mfg. Co., Magna Engineering Corp., and Porter-Cable Machine Corp., have similar stories

to tell. In many cases the companies simply haven't been able to meet demand; often, in desperation, dealers have sold their showroom models off the floor.

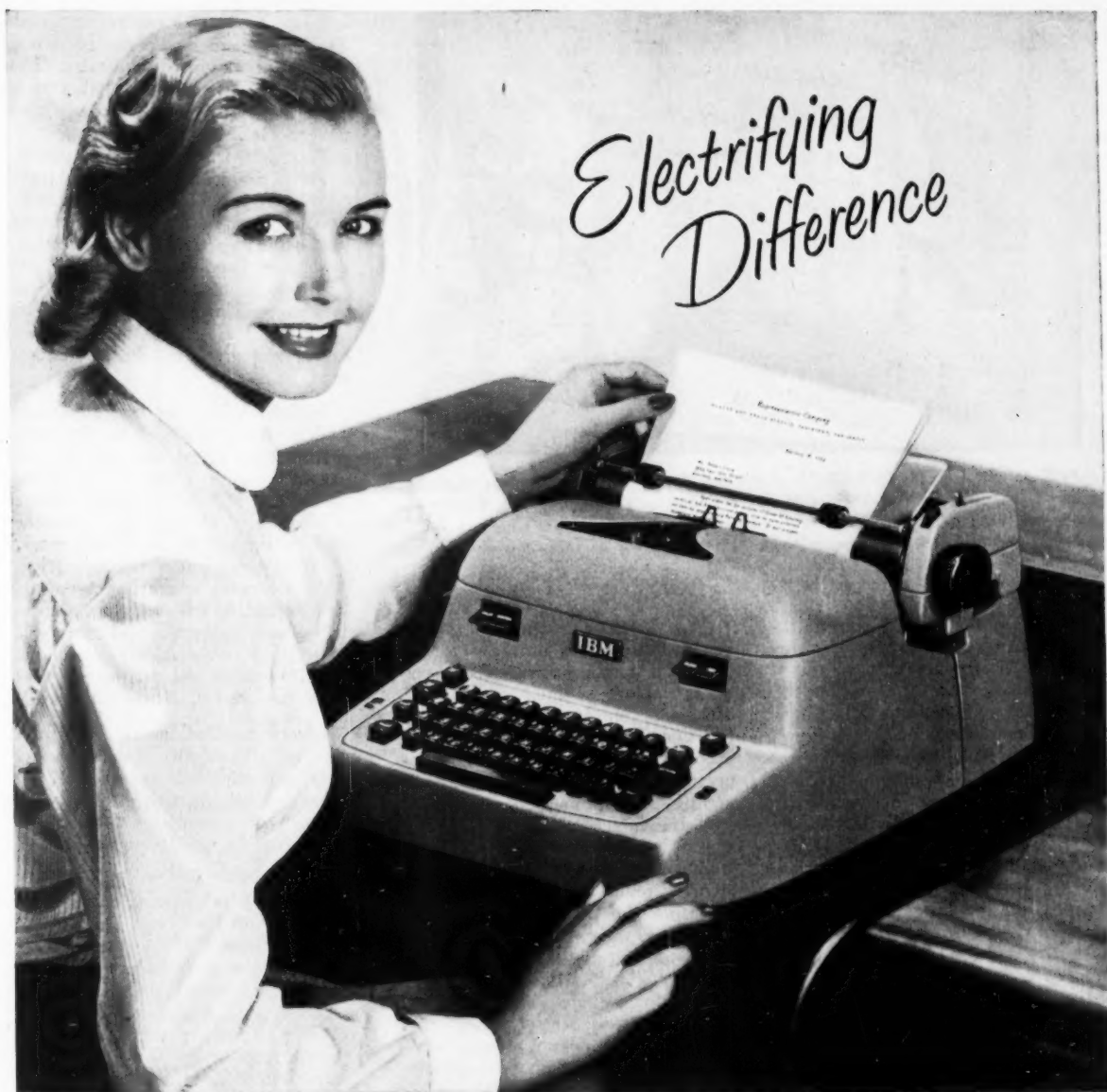
Reasons for zero inventories and brisk sales are clear enough. The average home owner's paycheck doesn't interest the professional craftsman; he's busy working for big building contractors, and getting big money for it. And power tool makers, who before World War II regarded the professional as their major market, were quick to sense the trend, woo the non-professional by developing light, electric woodworking tools that are compact, easy to use, and of sufficient quality to turn all but the most mechanically inept into a reasonable carpenter. Moreover, the equipment promises to save the home owner up to 75% on remodeling and repair costs. Non-professionals now represent about 50% of the tool makers' market.

Competitive tool makers are fighting hard to hold their share of the market by creating combination saws, jointers, drill presses and lathes as fast as ideas come off drawing boards. Late models on the market do all but turn out coffee tables and base cabinets automatically.

Indication of sharp-edge competition within the industry is the current don't-breathe-a-word attitude on the part of company officials regarding future policy, total sales. Delta "would rather not quote" sales figures or unit sales of the Deltashop, "because other power tool manufacturers would be extremely interested in these data."

And the do-it-yourself workshop trend has chalked up as much publicity as Marilyn Monroe. Example: *Life* (Dec. 8, '52), gave the Deltashop a sales lift when it devoted a full-blown picture story to the tool. Said *Life*: "Delta . . . has designed a compact multipurpose unit . . . which combines a circular saw, drill press, jointer and sander on one base . . ."

Shortly before Deltashop was introduced, the company had its Homecraft line (individual tools not combined into units) available to hardware wholesalers for redistribution to hardware dealers, lumber stores and other national retail outlets. In the past the company had operated through a carefully selected group of franchised dealers who sold both Delta's industrial tools and the Homecraft line. Deltashop and other Homecraft tools are now available to leading hardware stores throughout the country. This redistribution was not done strictly to get the Deltashop to outlets as fast as possible, the com-



You can see, the first time your secretary touches the keys . . . how much easier the IBM Electric Typewriter operates.

The very first line of typing shows you how much clearer and neater your letters, reports, and office records will be.

You realize quickly, too, how much more time this energy-saving typewriter allows your secretary for other important office duties.

Isn't it time you, too, had the benefits of IBM's in your office?



Electric Typewriters

INTERNATIONAL BUSINESS MACHINES

JUNE 1, 1953



IBM, Dept. SS-1
590 Madison Ave.,
New York 22, N. Y.

- ☐ I'd like to see the
IBM Electric Typewriter.
- ☐ Please send brochure.

Name _____

Company _____

Address _____

City _____ State _____



JUST IN TIME FOR CHRISTMAS, Deltashop dealers got counter displays that solved shoppers' problem. They could buy a Deltashop gift certificate in miniature gift box, hang it on Christmas tree. Result: December was company's biggest, and dealers had to wait for shipments. Theme: "Hang Deltashop on your Christmas tree."

pany reveals, but rather, the Delta-shop was the spearhead of this increased distribution.

Delta was not the first under the wire with a combination tool; Magna had been marketing a "Five-in-One" combination tool for months. Nevertheless, Delta's tool, which the company claims will perform "over 100" functions, has put the Division's sales figures highest in history. And Delta, long established as a tool maker for industry, had only to turn out smaller versions of industrial machines to supply a non-professional market. At least, that's the way it looked for a time...

Last year's introduction of the tool dates back to 1920, the company relates, when Delta built a motor-driven scroll saw especially for the home workshop. Then, individually, the company marketed a circular saw, a band saw, drill press, lathe, etc.

Small Space, Big Market

Like other manufacturers in the industry, Delta later recognized that there was a large number of potential power tool users who couldn't buy individual tools on individual stands—no matter how much they wanted them—because they didn't have room for the assortment in their small, post-war homes. What was needed, obviously, was a combination of tools built into a unit that would occupy little space.

The puzzler was this: What combination of tools did buyers want, and who would know the answers?

Rockwell management went to di-

visional sales managers for the answers. Object was not only to find out *what* combination of tools were most wanted, in their opinion, but also ideas on *how* tools should be combined. At the same time, the problem was presented to the engineering department and the advertising and sales promotion department.

Meanwhile, Rockwell's market research department made an extensive study of power tool usage and preferences, found that almost without exception the first power tool purchased was the circular saw, and that there was an overwhelming preference for a tilting arbor saw rather than a tilting table.

Contrary to expectation, they found that the next tool most often purchased by the man who planned home maintenance or improvement work was a jointer, a tool that planes edges and narrows boards. Market researchers found the third most wanted tool was a drill press. It will perform dozens of operations. The fourth tool, a sander.

What caused researchers to raise their eyebrows was that, in their questioning, the lathe (wood turning) was seldom mentioned as a primary tool for the do-it-yourself user.

Result of the survey, coupled with recommendations of Delta's sales and engineering departments, was that the new combination unit had to include the four basic tools if it were to be the answer to the do-it-yourself market, rather than "just the so-called hobby market."

What evolved was a tool built around a large tilting arbor circular saw. Saw and jointer work together,

without any changeover required. Drill press and sander can be swung into position without difficulty. The unit (\$258, with motor) takes up a three-foot square. It can be placed next to the housewife's appliances.

Next job: Introduce it, advertise it.

Delta could do one of two things: (1) Bring out Deltashop as an addition to the already established Delta line, or (2) go "all out" with a large-scale merchandising campaign, designed to bring it to the attention of the untapped potential market as fast as possible. Go-ahead on the latter course was given by Rockwell management.

Testing: When the first handmade models were completed by the engineering department, one was sent to the advertising department, where the editor of the company's house publication, "Deltagram," put the machine through its paces for a week. He tried every conceivable operation. He made notes where improvements were needed, or where slight modifications would make the tool more efficient. Recommendations were discussed in sales and engineering departments, and finally incorporated.

Advertising literature: After the pilot run of the approved machine was made, a model was turned over to the advertising department for preparation of literature. Meanwhile, manufacturing schedules had been planned.

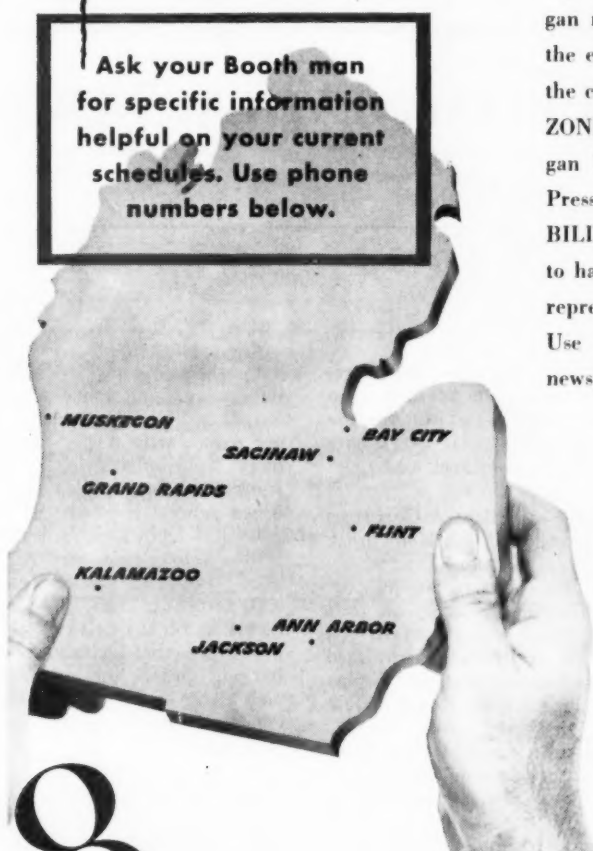
Media: Delta's agency, Marsteller, Gebhardt and Reed, and Delta management, decided to use major horizontal media to introduce the machine to the mass market. Also, it was decided that a special catalog be devoted to it, rather than to include it, on a page or two, with the other Delta Homecraft machines in an already large catalog.

Dealer announcements: While the agency was developing the complete 12-page descriptive catalog (one designed not only to sell, but to educate the reader about this new unit), Delta produced a single-sheet piece of literature to describe the Deltashop to district sales managers and dealer salesmen. On the heels of that came an envelope-stuffer broadside with which dealers could announce the unit to their customers via direct mail.

The catalog was ready when the company introduced Deltashop to dealers and distributors at the 1952 National Retail Hardware Association Show in New York's Grand Central Palace early in October. There, the new unit was made the focal point of Delta's booth.

DID YOU KNOW

Ask your Booth man
for specific information
helpful on your current
schedules. Use phone
numbers below.



that the Booth Michigan Newspaper Market represents OVER A THIRD of the total Michigan retail sales potential? Only five cities in the entire country have populations exceeding the combined CITY AND RETAIL TRADING ZONE POPULATIONS of the 8 Booth Michigan Newspaper Markets. The Grand Rapids Press' Western Michigan Market alone is a BILLION DOLLAR Market. It's good business to have your advertising schedules adequately represented in the 8 Booth Michigan Markets. Use your dealers' preferred local media — newspapers!

For latest
market folder,
call—

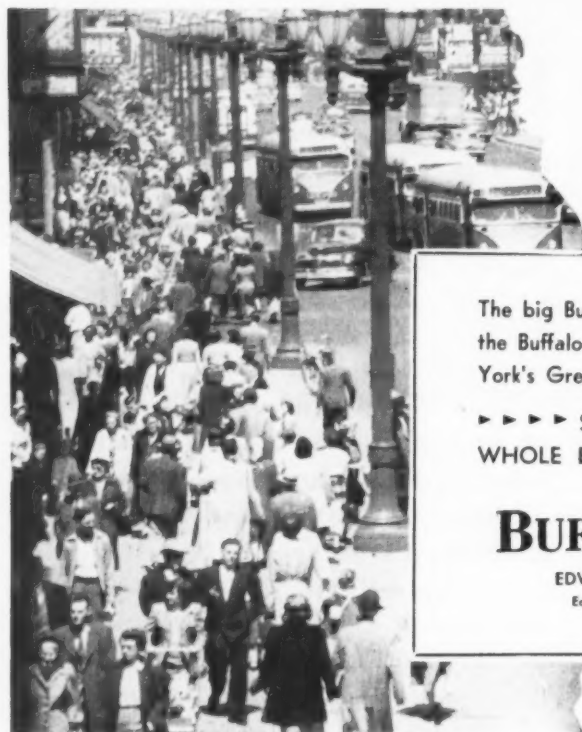
A. H. Kuch,
110 E. 42nd Street
New York 17, New York
Murray Hill 6-7232

The John E. Lutz Co.,
435 N. Michigan Avenue
Chicago 11, Illinois
Superior 7-4680

8
BOOTH *Michigan* **NEWSPAPERS**

GRAND RAPIDS PRESS • FLINT JOURNAL • KALAMAZOO GAZETTE • SAGINAW NEWS
JACKSON CITIZEN PATRIOT • MUSKEGON CHRONICLE • BAY CITY TIMES • ANN ARBOR NEWS

BUSY BUFFALO PEOPLE MAKE A BUSY MARKET



Send for your copy of "Western New York Census" . . . facts and figures taken from the 1950 U.S. Census.

The big Buffalo Market is New York State's second largest. In the Buffalo City Zone, the Buffalo Evening News, Western New York's Great Newspaper, is read by over 91% of its families.

▶ ▶ ▶ ▶ SELL THE NEWS READERS AND YOU SELL THE WHOLE BUFFALO MARKET OF OVER 1,400,000 PEOPLE

BUFFALO EVENING NEWS

EDWARD H. BUTLER
Editor and Publisher

KELLY-SMITH CO.
National Representatives

Press: Delta felt it had something that might intrigue the press. During the Association show week, Delta called in representatives of consumer magazines, business publications and the press associations. Delta demonstrated, with "live" lumber, what the machine could do. All members of Rockwell top management were there, and a description of how and why the machine was developed came from the company's president, W. F. Rockwell, Jr.

National advertising: National advertising was timed to break approximately one month after the press meeting, the first of November. *The Saturday Evening Post* and *This Week Magazine* were picked to make the first announcements via half-page, two-color advertisements. The do-it-yourself market was reached with two-page spreads in *Popular Mechanics* and *Popular Science*.

Point-of-purchase: Material for point-of-purchase, planned in the initial agency meetings, included a 6' x 3' window banner—to enable Delta dealers to say to their customers, "Here is Deltashop." A special window was designed, featuring the Deltashop, and all display material required for the window was sent to

dealers. Advertising mats were prepared for dealer use in their own local advertising, tying in with the national advertisements Delta was placing in major consumer media.

Christmas promotion: A Christmas gift box promotion, geared to break after the initial announcement advertisements, was centered around the theme, "Hang a Deltashop on your Christmas tree." As a part of the program, all dealers were furnished with an attractive counter display featuring a miniature, 6-inch square gift box, tied with green ribbon. Dealer salesmen were provided with gift certificates to put in the gift box—for an on-the-tree Christmas present.

"The gift box promotion," remarks Richard J. Brown, advertising and sales promotion manager, "allowed us to make Christmas sales with machines delivered through the entire month of December. In addition," he states, "it brought the man into the store to redeem the gift certificate, even though the gift was purchased by another member of his family." It gave dealer salesmen a chance to sell the customer other products featured in the store.

The result of it all is that Delta-

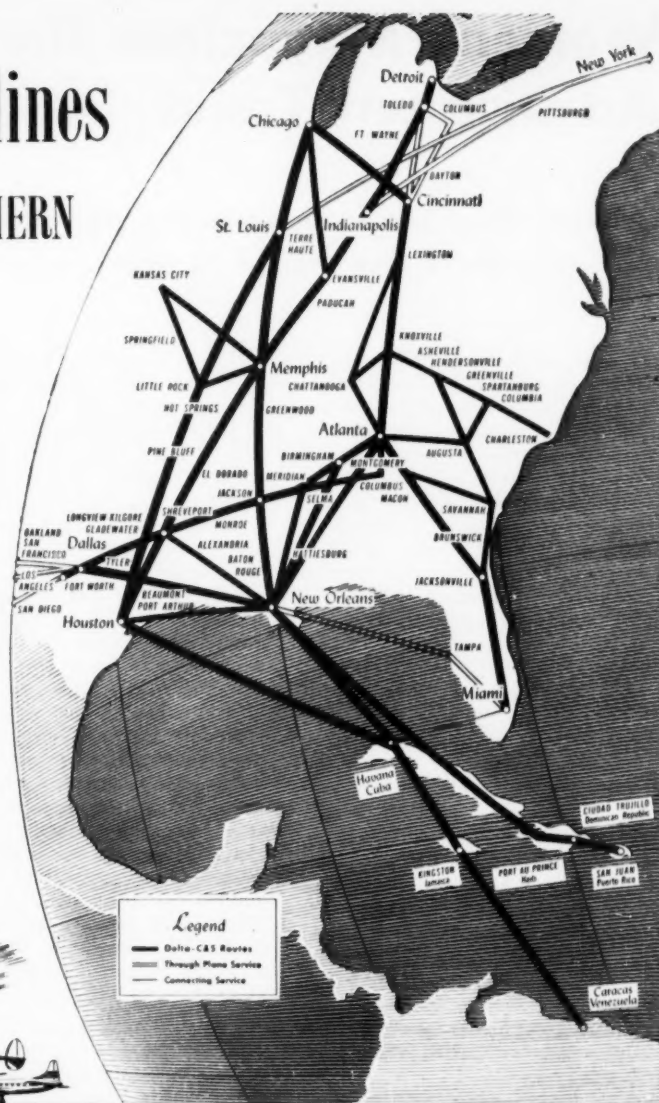
shop, through close co-ordination of sales, advertising and production, has caught on. Within a period of about one month after release date for publicity and advertising, Delta-shop stories had been pulled into a half-dozen general consumer publications.

Orders from Delta's dealer organization outstripped original expectations—and production. Finally, Delta was forced to run large advertisements in 66 major newspapers, telling readers that Delta was "swamped by your orders for the Deltashop," and asking them to be patient until company plants could get the machine to them.

In an attempt to catch up to demand, Delta has reorganized itself from within. In the past the company had two divisional breakdowns, "consumer" and "industrial." Under the old program, "consumer" included both the Homecraft tools and light industrial woodworking tools which frequently find their way into more completely equipped home workshops. Now a special Homecraft division is in operation, headed by a products manager, I. G. Meyer. He "acts almost as the head of an independent company," works directly with Delta's sales force, production factories and the engineering department.

Two pioneer airlines
DELTA and CHICAGO & SOUTHERN

Merge
to serve you better



AIRFREIGHT TO 61 CITIES IN THE U.S. AND CARIBBEAN

Two great pioneer airlines now are one. Delta, with 24 years of experience in serving the South and linking it with the Midwest, joins with Chicago & Southern which has served the Mississippi Valley for 19 years and also ties Mid-America to the West Indies and South America.

This merger is one of top management and line personnel, as well as routes, and the public will gain from the combination of talent and facilities. Approved by the Civil Aeronautics Board and the President of the United States, it has now been ratified by the stockholders of each line. Operation

as one company, Delta-C&S Air Lines, is now in effect. For the immediate present, however, flight schedules will be unaffected on both systems.

On the basis of current passenger-mile figures, the new company will be the fifth largest domestic airline, serving nearly 25,000,000 people directly in 55 U.S. metropolitan areas and 20,000,000 more in 6 Caribbean countries.

Shippers will find the new system offers great advantages in fast one-carrier service between the Midwest and all the South, and also from the Southwest to the major cities of the Caribbean.

DELTA-C&S AIR LINES, GENERAL OFFICES: ATLANTA, GEORGIA

Women's Magazines Show Ad Discount Trend

Consumer magazines, by increasing numbers, offer advertisers discounts if they promise to remain ever faithful.

Long-time advertisers in major consumer magazines have become accustomed to coincidental announcements of (1) rate increases and (2) circulation gains. Notification of a special discount comes less frequently. Nevertheless, there is a perceptible trend toward a discount operation among many of the leading consumer magazines, based on dollar volume or "continuity" of schedule.

This is especially true in the women's service field.

Curtis Takes Step

Latest to give advertisers a break in rates is *Ladies' Home Journal* (Curtis Publishing Co.). Beginning with its October, 1953 issue, the magazine will establish discounts based on dollar volume in a 12-consecutive-month period. By investing the gross amount of \$87,600 on a 12-consecutive-month basis (or 6 pages, black and white), *Journal* advertisers will be able to qualify for a 2% discount. Percentages increase as investment goes higher; an 8% discount is automatic with a gross investment of \$480,000.

Among other publications initiating discount practices within the past two years: *Good Housekeeping*; *McCall's*; *Woman's Home Companion*.

During months when publications are ordinarily light on advertising lineage, *Good Housekeeping* (Hearst Magazines) offers a 7½% discount on all display space. Months covered are January, February, July and August. To further encourage the continuation of advertising schedules in the traditionally thinner months, a volume discount of 5% is allowed for companies whose advertising in *G-H* totals 12 pages or its equivalent within any 12-month period.

Discount practices, in some form or other, are not new. But by analyzing the existence of it in a number of leading magazines or magazine groups (those checked by Publishers Information Bureau), one can detect a movement toward "universal" acceptance of discounts.

For example, in December, 1950, of 76 consumer magazines checked, 45 offered discounts.

A check of the April, 1953, Standard Rate and Data Service for these same publications shows that 55 offer discounts, 10 more than in 1950.

This 13% increase within a period less than three years has undoubtedly come about as a result of the magazines' study of their increased costs, and their realization that high costs could be offset by holding and attracting advertisers through liberal discounts over a period of time.

Too, radio has offered "continuity" discounts for years on the basis of time bought, and perhaps it is time for printed media to compete with the same weapon, in terms of space.

Whatever the causation, it appears that the discount movement is not a purely "bait" proposition. Many of the publications which led the movement could not be called "opportunists," by any means. *Time* offered discounts beginning in 1923; *The New Yorker*, 1926; *Business Week*, 1930; *The American Home*, 1932; *Life*, 1936.

Advertising Tests Hint Influence of Comics

A recent advertisement by United Features syndicate, New York City, points out that "The mere mention of a diet being followed by a plump character in the 'Abbie and Slat's' comic strip sparked a deluge of mail from all over the country..."

The character, hog fat, was Lorna Shute. According to the strip, Lorna managed to melt down to a mere snip of a girl by following a diet called "Eat and Grow Thin." Apparently readers took Lorna's diet seriously. The *Wheeling News-Register*, Wheeling, W. Va., was, it said, "forced to cry Uncle . . . Requests for 'Eat and Grow Thin' have poured in . . . We ran a front-page box calling for help . . ."

Response to the few lines of copy in one day's installment of the strip

hints of broad possibilities for advertisers. Indication of the scope and influence of comics as an advertising medium came from two sources recently—a shoe manufacturer and New York University's "cartoon workshop."

A case history, one somewhat more substantial than Lorna Shute's, is the campaign staged for Weather-Bird shoes by the manufacturer, Peters Shoe Co., Division of International Shoe Co., St. Louis, Mo. Last fall Weather-Bird broke a "Shoe of the Month" campaign in the Sunday comic sections via Metropolitan Sunday Newspapers, Inc. ("Metro"), New York City, to build store traffic.

In comic format, Weather-Bird's advertisements were designed to appeal to children through offers of an identification bracelet as a premium. In order to obtain the bracelet, youngsters had to purchase a pair of shoes.

Dealers Deluged

According to L. C. Hoppe, the company's advertising manager, "Our dealers received requests for more than 650,000 Weather-Bird identification bracelets from boys and girls throughout the country." Of course 650,000 pairs of shoes were sold.

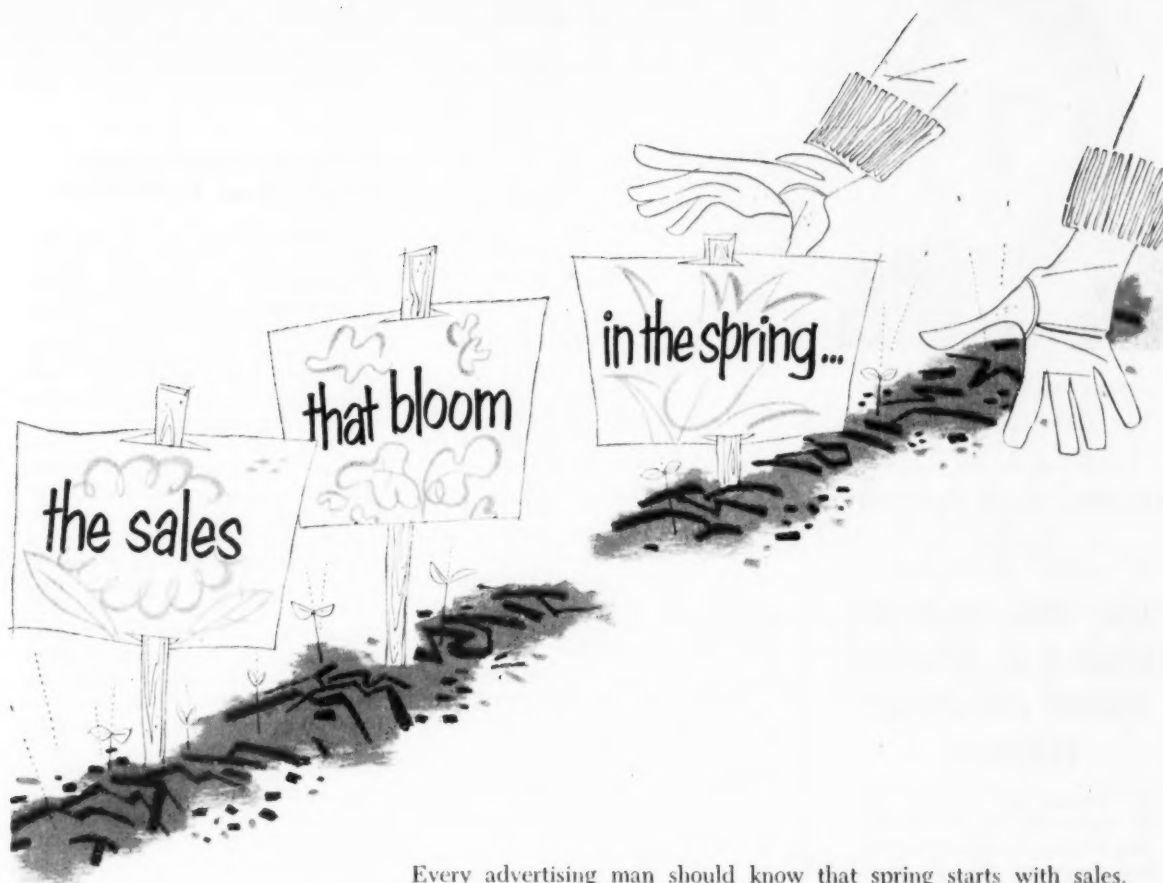
The campaign, Hoppe thinks, was unusually successful in that children could receive giveaways only if they (1) went to the company's dealer store, (2) were accompanied by a parent, and (3) actually bought Weather-Bird shoes.

The question is, did children challenge parents to "get the shoes or else . . ." or did parents ask kids to tag along to the Weather-Bird store for a fitting?

Metro thinks it can shed some light on the matter by making available the 1952 Starch Checks of Metro comics readership, studied on three different occasions last year. Object: How many boys and girls, as well as men and women, read advertisements in those issues? Do advertisements read by adults get high readership among children?

Twenty-four products were advertised in the three issues checked. Of these, 12 averaged 16% thorough reading by women, and 50% thorough reading by high school girls. Likewise, 12 of these advertisements averaged 15% thorough readership by men, and 42% thorough reading by high school boys.

What Metro wants to show, of course, is a unique characteristic of Sunday comics' advertising. "Without sacrificing adult readership you can interest boys and girls of high school age in the useful purpose of your



Every advertising man should know that spring starts with sales. And in the Cincinnati market sales start with — which newspaper?

The answer comes from three of Cincinnati's biggest retailers. In a two-week period, Pogue's, Sears, and Shillito's announced their important spring sales with a smash total of 113,263 lines of copy. Of this the Times-Star carried 61%, the other evening paper 27%, and the morning paper 12%. In no case did the Times-Star receive less than 57% of a store's send-off linage, and in one, (Pogue's) our share went to a whopping 65%! This was money wisely invested. According to Women's Wear, May 4, Pogue's scored the "largest volume day in its history" on the first day of the sale, with 69% of all departments breaking "their previous best volume records."

Retailers demand immediate results when they announce spring sales. They also expect sales the other three seasons. That's why retailers — and general advertisers — place more linage in the Times-Star than in any other Cincinnati daily. **It sells.**

in cincinnati . . . it's the **TIMES-STAR**



NEW YORK 17: 60 E. 42nd St.; CHICAGO 1: 228 N. LaSalle St.; WEST COAST: John E. Lutz Co., 435 N. Michigan Ave., Chicago 11



JOSEPH T. FARNHAM

District Sales Manager
for the
Pacific Northwest Territory

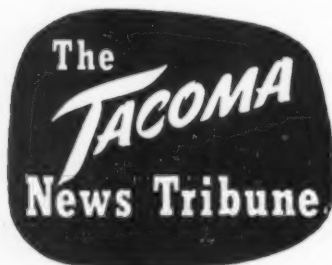
KELLOGG SALES COMPANY

says this
about Tacoma:

**"NOW, MORE THAN EVER,
TACOMA IS AN IMPORTANT
MARKET FOR KELLOGG
PRODUCTS"**

"As Kellogg sales manager for the Pacific Northwest, I realize that Tacoma is a separate, distinct market," Mr. Farnham said. "A complete merchandising job in the Puget Sound area demands local, on-the-spot coverage of Tacoma. When discussing regional problems with our national sales executives, I emphasize these facts, and ask for sales promotions in Tacoma in addition to those in Seattle".

Think twice about Tacoma! It's a separate, distinct, important market. It's covered ONLY by the dominant News Tribune. That's why—on Puget Sound—you need BOTH Seattle and Tacoma coverage every time. Ask Sawyer, Ferguson, Walker Co.



product," says Metro, "and you can tell your products-selling story to future prospects in their formative years—before brand purchase habits have become fixed."

On the same front, another group with the interests of comics at heart, *Puck—The Comic Weekly*, is retaining Dr. Raymond Franzen and Prof. Harvey Zorbaugh, director, Workshop on Cartoon Narrative, New York University, to assess the importance of youth as "a molder of adult preferences, as a present consumer, and as the core of the future adult market."

This study, called "The Influence of Youth on Family Buying Patterns," is still in the pilot stage and results are "necessarily tentative." But *Puck* is actually attempting to test a long-standing precept: Is it valid to assume that by scheduling cartoon-type advertisements on comic pages advertisers get the value of two distinct and separately valuable reading audiences for one price?

Even though results are "still in the pilot and tentative stage" (Dr. Franzen and his group hope to continue the investigation on a more elaborate scale, may cover the entire U.S. later this year.), he says there are "certain inescapable conclusions immediately derivable from a study of completed questionnaires."

(Only 50 families—each with at least one teenager—were selected for this experimental study.)

What Study Reveals

Here are the "inescapables":

1. It is possible to determine whether children in a family have any buying influence and also whether this influence is expressed as persuasion or independent purchase.

2. The purchasers of different products show different patterns of youth buying influences ranging from a negligible influence to a complaint or to a significant, positively established influence.

3. There are some products which are almost invariably purchased by adults for the family as a whole—in these instances independent purchases by children are extremely rare although buying influence may still be exercised by teenagers.

4. There are some products for which teenagers express a strong brand interest—sufficient to influence a switch in brand preference established by adults.

5. There is evidence to show that differences in respect to child influence on some products varies with families of differing socio-economic

status and also with families of differing sizes and constituents.

6. Brand emphasis is related to the presence or absence of influence from children—this fact although not completely established as to form—is inescapable.

**Drug vs. Super Fight
Woos New Publishers**

Manufacturers of pharmaceuticals and other merchandise sold in drugstores will be interested in these announcements, released less than 24 hours apart from two publishers:

"New consumer magazine, *Family Digest for Better Health*, sold through drugstores only, to battle super market competition."

"Quarterly magazine, *Family Friend*, readied for fall publication; to help druggists combat super market inroads."

Both publications are to carry stories "encompassing the interest of all age groups in the average family," with articles geared to "the public's present high level of health consciousness." Both will emphasize the pharmacist as a chap worth cultivating. Both hope to become merchandising tools to promote over-the-counter sales of druggists' items. Both will accept advertising for products analogous to drug outlets.

Family Friend's editorial director, Lawrence W. Smith, formerly with Commercial Solvents Corp., says his magazine was "conceived initially by a group of merchandising specialists, who during the course of a survey of inroads made on sales of pharmacies by super markets, discovered that druggists had lost \$400 million in sales of drug items to super markets in 1952." Those findings, he asserts, pointed up the need for forceful merchandising aids for pharmacists.

Family Friend, published at Forest Hills, New York, is to be distributed by pharmacists themselves, who will buy the magazine individually imprinted with their names and addresses, and mail directly to consumer homes. *Family Digest* is scheduled to be distributed through the druggist's own wholesalers, enabling him to order it along with regular drug products. Offices are at 421 Hudson St., New York 14, N.Y.

Editor of *Family Digest* is Benjamin Olds, formerly associate editor of *Family Circle*. The magazine's advertising manager is Chester Briggs, formerly general sales manager, Nestle Le Mur Co. *Family Friend* will be SALES MANAGEMENT size, while *Family Digest* is to be pocket size.

You Londoners . . .

It is essential to understand that America is an extremely advertising conscious nation. You have only to visit the United States and listen to the radio and television commercials; drive along the highways and read the outdoor "billboards"; and see the tremendous volume of industrial publications which are distributed every day, to realize . . .

He has been taught, and firmly believes, that the products most worth buying are those which are branded and advertised. Generally, he will not even consider a new industrial product unless he has seen it advertised through trade publications, publicity releases or shown at trade exhibits and demonstrations.

Irwin Lubalin, General Manager,
International Machinery Div.
British Industries Corp.

Book Publishers Rate Times' Promotion

It is difficult to measure how influential a medium can be in merchandising its advertisers' products and services. But magazines and newspapers that make a college try in an effort to carry advertising all the way to point-of-purchase deserve more than cursory consideration when time for media selection comes.

An example of well-timed "extra curricular" promotion is the effort by *The New York Times* to help book-sellers throughout the country possess the *Times* kit, containing posters, easels, streamers and a half-dozen additional point-of-purchase materials which retailers can use to build counter and window displays that put over the point: "It's smart to take books on your vacation."

This is the fifth year the *Times* has provided selling aids to the nation's booksellers. This year's promotion cost the *Times* \$3,000.

The *Times* is the first to admit that the annual promotion makes the newspaper's advertisers, in this case the book publishers, lighter of heart and more inclined to renew space contracts. You could conclude, if you were so predilected, that the *Times* stages this promotion for selfish interests. Nevertheless, evidence that the operation actually sells books during the hot weather can be found in the newspaper's letter files, compiled from booksellers' correspondences.

Says a Madison, Wis., book dealer: "For booksellers without a specific display and advertising department, the kit provides opportunity to build displays around a central idea."

JUNE 1, 1953

Sales figures
climb like

YAK

and the
Beanstalk . . .



... when you
go after the
\$7,500,000,000
Packaging
market with ...

PACKAGING PARADE

THE NEWS MAGAZINE OF PACKAGING



More display space per \$ on Super-Size page . . .
More attentive readership with news-and-picture
features, thru-the-book format . . . Stronger selling
impact on MORE important buyers of Packages
and Packaging Machines—Supplies—Services . . .
15000 (CCA) ALL-BUYER circulation.

HAYWOOD PUBLISHING CO., 22 E. HURON ST., CHICAGO 11, ILL.
NEW YORK 17—101 PARK AVE. • WEST COAST—McDONALD-THOMPSON

WE INSIST

on being in your September 1, 1953
Christmas Gift feature!

That's what one advertising prospect has just told us. He was in our Christmas feature last year . . . and raved about the results. (Copy of his letter on request.) Other advertisers have been similarly enthusiastic in their comment. In fact . . . before the real selling on this issue had started, 22% of last year's advertisers had renewed . . .

Does Your Product Make a Good Christmas Gift?

Why not get all the details *now* on Sales Management's September 1, 1953 Christmas Gift Section . . . Just write or phone "Christmas Gifts", Sales Management, 386 Fourth Avenue, New York 16, N. Y.

transportation costs
adding up to headaches?

2 3 4 7 9 9

Free yourself of the expense and trouble of maintenance, bookkeeping, capital investment. ■ **FLEET RENTAL** is the modern business way of enjoying uniform new car fleets at lowest cost.

Town Auto Rentals design special plans for individual fleet needs. All costs **TAX DEDUCTIBLE**. ■ Immediate delivery of new 1953 autos.

Write for TOWN folder.

TOWN AUTO RENTALS, INC.
401 North Broad Street, Philadelphia 8, Pa.

MArket 7-7936

Backed by 32 years of auto service

EVERYBODY'S DOING IT
...and so can YOU!

- Increase Customer Traffic
- Build Up Your Sales
- Build Lasting Goodwill
by giving

**FREE ORCHIDS
TO THE LADIES**

Here's the giveaway promotion to build goodwill...bring in **NEW CUSTOMERS**...bring back **OLD CUSTOMERS!** Proven successful for every type of business—large or small! Order 100 or 100,000 Orchids! Write today for new low 1953 price list and free brochure.

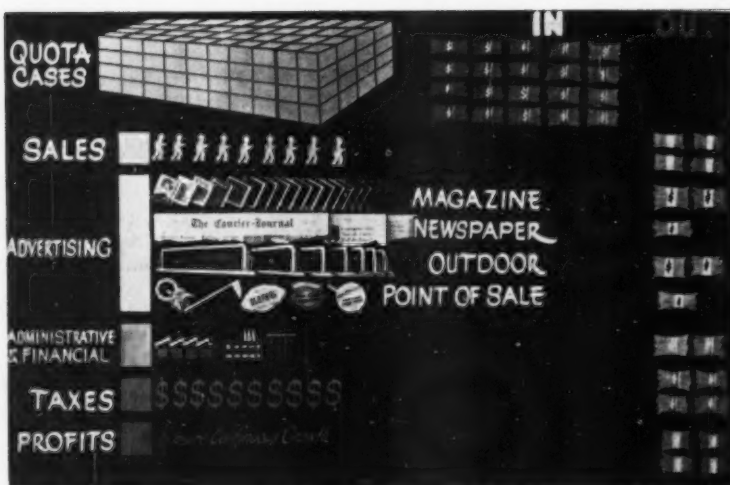
Dept. SMK-43

FLOWERS OF HAWAII, LTD.
670 S. Lafayette Park Pl., Los Angeles 5, Calif.



**The Hobby That Changes
The Course of Men's Lives**

WORLD'S LOVELIEST trees perfectly proportioned to only 18 inches height are *nature's masterpieces*—and YOU can grow them! Card table or window is space enough for 36 of these beautiful, exotic trees. This delightful, inexpensive hobby can easily bring you both happiness and *lifetime financial security*. Let us prove it! Write today for free details. **MINIATURE FORESTS**, Dept. F, 325 Bankers Trust Bldg., Indianapolis 4, Ind.



WHEN SALES DROP 20% . . .



PROFITS ARE CUT 50%

How Failure to Meet Quota Curbs Company Growth

Brown-Forman shows salesmen the relationship between their work in the field and their firm's over-all success.

Brown-Forman Distillers Corp., Louisville, Ky., has worked out a graphic presentation for salesmen to impress them with the necessity of making quotas. Using the Magic Blackboard, the idea is to show how quota failure affects profits to the company, and, therefore the company's ability to employ and pay salesmen, as well as stockholder dividends.

"The idea," says Roger M. Coleman, regional sales manager, "is to convince our salesmen beyond a shadow of a doubt, that quotas are not just figures dreamed up by home-office sales managers, but something realistic; that quotas are a requirement so that the entire financial and production needs of the business can be planned."

This outstanding "Blackboard Presentation of Quotas," as it is called, was recently presented at one of the Brown-Forman regional sales meetings by John R. Sanderlin, treasurer. The presentation is worked out step-by-step in this manner:

First, a sign, "quota cases," is placed on the blackboard; then a poster-like drawing indicating the actual "cases." Further, to the right, are two columns marked "in" and "out." Drawings of piles of bills, marked "\$," as the presentation builds up, indicate units of sales or units of expenses.

Drawings of men go up to represent the sales force; pictures of magazine covers, newspaper headlines and outdoor posters, to indicate outdoor advertising; signs, cards, stickers, etc., to indicate point-of-purchase material. Buildings make a graphic showing to cover administrative and financial costs. Then, to introduce "taxes," a row of hieroglyphs of understood meaning: "\$\$\$\$\$\$\$\$\$." Finally, a keyword, "profits"; object: to insure continuous growth. Under the "out" column, indicated by proportional units, are drawings of bills, to indicate costs.

When the Magic Blackboard has been built up, the tearing-down process starts. Twenty percent of the "cases" are removed; also 20% of the "in" dollars, which indicates that only 80% as much money is available as there would have been if the quota had been made.

Following down the blackboard:

Sales: The number of little men, illustrating salesmen, remains constant because "you can't fire your sales force" in this circumstance.

Advertising: Again, you can't stop advertising in the middle of the year when quotas are not met. Therefore, these costs remain constant.

Administrative and Financial: These costs are set and can't be shucked off just because sales drop.

Now, to where the bite comes:

Taxes: With the "in" money down 20%, the profit dollars drop 50%.

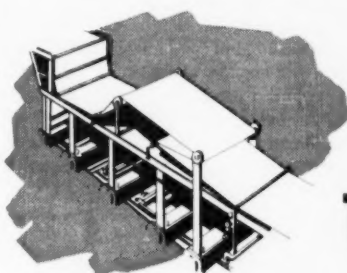
Profits: With the "in" money down 20%, the profit dollars go down 50%.

"This means," says Coleman, "that instead of a healthy company, its growth and planning for the next year must be curtailed."

"As the Blackboard Presentation of Quotas strikes its keynote, you can see and feel the minds of the salesmen mesh into gear," says Coleman. "The idea goes to work like yeast in mash."

You're Right!

"WEB"... The paper from a roll on a printing press or in process of manufacture in a paper machine



You're Also Right When You Use The CHRONICLE to Sell Houston

Here is The Chronicle's amazing advertising lead for the year 1952 in EACH of the six price zones of all of the commodities measured by the George Neustadt Service.

	ZONE 1 (Low Prices)	ZONE 2	ZONE 3 (Medium Prices)	ZONE 4	ZONE 5 (High Prices)	ZONE 6
CHRONICLE						
Lines	1,191,597	1,487,725	1,972,016	2,268,057	1,707,144	1,605,521
POST						
Lines	599,019	898,326	1,295,106	1,492,131	1,309,176	1,307,531
PRESS						
Lines	559,947	532,193	623,913	587,587	328,874	155,009

TOTAL LINAGE All Six Zones

CHRONICLE 10,232,080 Lines; POST 6,901,289 Lines; PRESS 2,787,523 Lines

The George Neustadt Service measures advertising by price zones for 91 commodities in Home Furnishings, Piece Goods, Domestics, Men's and Boys', Women's, Misses', Junior Misses', and Girls' Wear.

40
consecutive years
of leadership in
both circulation
and advertising

If you enjoy reading these definitions of newspaper terms we will welcome your comments and contributions. Please address Promotion Department.

The Houston Chronicle

JESSE H. JONES, Publisher
JOHN T. JONES Jr., President

R. W. MCCARTHY, Advertising Director
M. J. GIBBONS, National Advertising Mgr.

How Bowie Cut Salesmen's Turnover From 39.2% in 1946 to 7.77% Now

(Continued from page 25)

route problems, and pie clinics are popular with our men.

In our training program we use visual aids: movies; slides; charts; blackboards; a felt board; dramatizations; tape recordings; playbacks. One supervisor acts as librarian, and rotates current reading material to all sales supervisory personnel. Clippings from this, and other material, are passed on to the salesmen in bulletins sent out at a rate of 200 a year.

Honor Qualifications

We sponsor an honor award similar to the Sammy Award of National Sales Executives, Inc., clubs. Our rating system is an adaptation of the method used in determining Sammy winners. To receive this honor, a salesman has to be nominated by his supervisor, after which a review is made of his past six-month record, compared with the record for the corresponding period in the preceding year.

These factors are considered:

- High average sales.
- New 9" stops gained.
- New 8" stops gained.
- Average sale.
- Low tin loss.
- Accident record.
- Personal appearance.
- Truck sanitation.
- General mechanical care of trucks.
- Route books.
- Volume of potential business on route.
- Per cent of prospective accounts sold.
- Complete line being sold.
- "Over the Counter" distribution (our external house organ).
- Point-of-purchase advertising distribution.
- Reports: accurate; comprehensive; legible; prompt.
- Obtaining customer cooperation with sales ideas.
- Satisfactory handling of sample and credits.
- Getting along with fellow employees.
- Personal integrity.
- Completing what he starts.
- At all times being a credit to his firm.

Supplementary Factors:

- Owning property.
- Carrying adequate insurance.
- Living within his income.

Belonging to civic and social organizations, and church.

Contributing to the welfare of his community.

After new salesmen have been in our employ for a month we go through a post-employment interview, in which we discuss any unsolved problems. We determine the extent to which the salesman and the company live up to each other's expectations, and arrive at a complete and final understanding.

Cost of office routine, including taxation, is another turnover expenditure that can be reduced. Too much turnover affects insurance rates. In California the circumstances of the termination determine whether or not the employee can draw against the State Insurance Reserve.

We make it a point to use all potential leadership to motivate sales employees. If this fails, we do our best to see that the salesman is properly placed elsewhere. When a salesman leaves our organization we want him to do so as a friend. We want him to continue to be a goodwill ambassador of the company. A post-termination interview puts final touches on causes for the salesman's failure.

Includes Customer Loss

Most organizations, in figuring turnover costs, fail to include the value of lost customers; usually, if lost by an incompetent salesman, they seem to be lost forever. In many instances I have heard customers, who complained about being served by organizations where turnover is excessive ask, "What's the matter with that outfit? Don't they know how to treat their employees?"

Constant turnover gives the customer an unfavorable opinion of your organization; with light turnover customers will remain faithful. They will say, "That is a good outfit. They know how to treat their help." When the salesman is wrong, all seems to be wrong. When he is right, everything runs smoothly. Any reducible amount of sales turnover is wasteful.

One of the most effective sales tools is an external house organ, "Over the Counter." Every four months it carries the name and photograph of the salesman who serves the route. This ties the salesman into the advertising picture, makes him appear important to the customer, and closely relates customer, salesman, and Bowie Pies.

The most important feature of "Over the Counter" is a series of photographs and articles which promote better selling at retail. We focus on the waitress. Waitress training problems are treated photographically. (See page 25.) Some customers have all the back issues of this series posted in waitresses' dressing rooms.

Rely on Pie

We have a high dollar per customer average and a thriving business on pie products alone. It is usual for other companies to be dependent on other products. Our salesmen are further supported with point-of-purchase back bar display banners, and we are large distributors of pie display equipment for the trade. When products are displayed as near the customer as possible—at eye level, or near eye level—they get better results.

For the grocery store trade, we pride ourselves on being leaders in the design of pie racks and point-of-purchase advertising. We have decided to triple our advertising budget to push a new packaging program, including the placing of our pies on a non-returnable aluminum foil plate. One of our advertising aims is to inform the housewife of the premium value of this plate. Our campaign includes point-of-purchase, television, radio and newspapers.

Capital from such a campaign can be realized, since we serve 3,000 retail grocery outlets daily. For the last three years we have shown a 20% per stop per year increase.

Not unusual in selling, but still another effective factor in holding down turnover, are sales contests. We have one annual company-wide contest, and usually smaller localized contests generated so much interest of which pay off. A recent sales contests to fit special problems—all among our salesmen that, in competing for \$1,000 in prizes, they brought in 440 new customers.

Our salesmen are on a salary and commission basis: They receive \$87 weekly, plus 10% commission on all sales above \$620. They are furnished with white uniforms. There are extra health benefits.

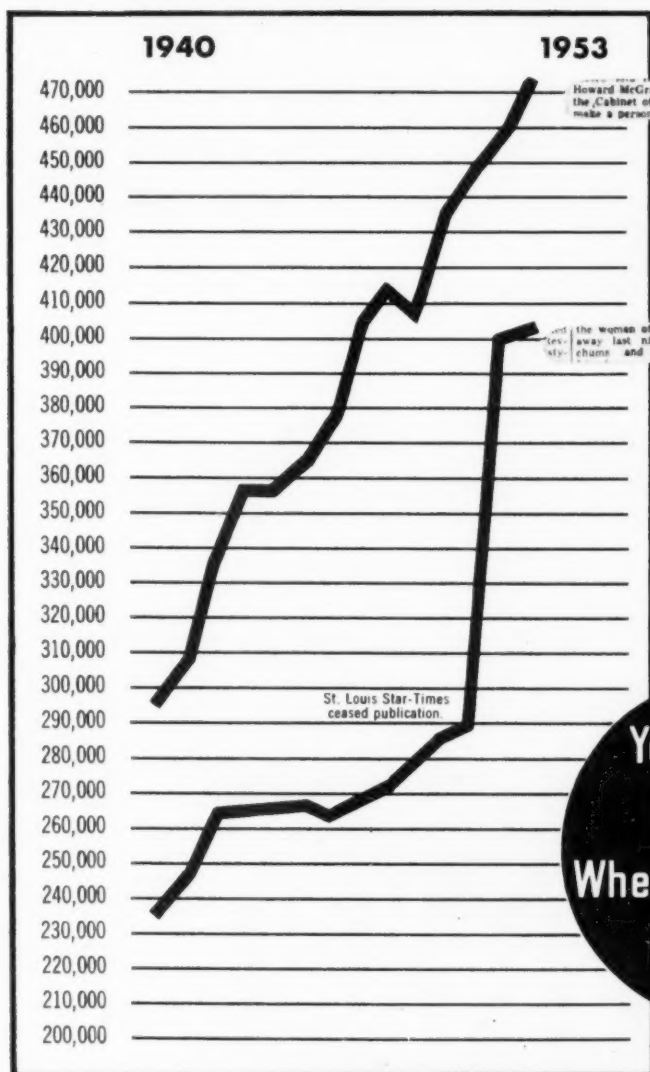
Three of our salesmen have succeeded in winning Sammy awards, a program initiated by the Sales Executive Club of Los Angeles, and now being extended elsewhere in the N.E. program. One has won an achievement certificate. We expect to have a candidate for the competition every year.

472,559* Sunday

402,596* Daily

(Mon.-Fri.)

new circulation records for the
Sunday and Daily ST. LOUIS POST-DISPATCH



Sunday

Daily

preferred by advertisers
preferred by readers
... the selling force
behind St. Louis Business

You Get the
MOST
When You Get the
'POST'

NATIONAL ADVERTISING OFFICES

New York
521 Fifth Avenue, 17
J. V. AMBROSE, Manager
Chicago
Tribune Tower
E. M. ROSCHER, Manager
Florida
311 Lincoln Road,
Miami Beach, Fla.

PACIFIC COAST WEST-HOLLIDAY CO., INC.

San Francisco
625 Market St., 5
Los Angeles
520 W. Seventh St., 14
Seattle
603 Stewart St., 1
Portland
520 S. W. 6th Ave., 4

*Audit Bureau of Circulations report as filed by the publisher for six-months period ending March 31, 1953.

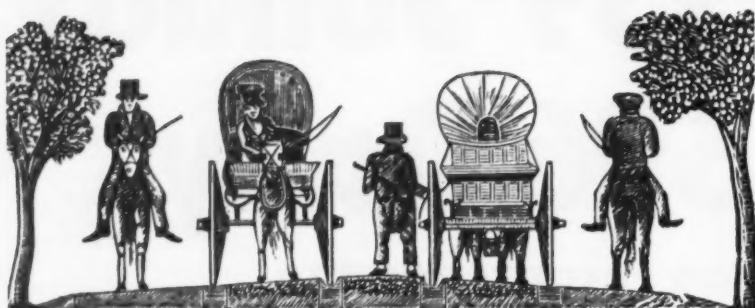
ST. LOUIS POST-DISPATCH

FIRST IN ADVERTISING FOR 52 CONSECUTIVE YEARS

JUNE 1, 1953

107

The Road That Had No Turning . . .



In 1840 The Southern Planter put "its foot in the path" as they say in the rural South, along a road from which it has not deviated to this very day.

Then, as now, the aim and goal of The Southern Planter was to win the confidence of the readers in its columns . . . to win them by sound, sensible, helpful editorial comment and opinion.

The picture and description of "William's Track Road," appearing in the November 1841 issue of The Southern Planter, is a case in point. This inventor's dream of a roadway with wooden tracks was impractical. And The Southern Planter Editor emphatically said so.

In 1953 reader-confidence in The Southern Planter stands at an all-time high. Here is the reason. Its 375,000 readers believe implicitly in the editorial integrity of this trusted old counsellor. They know how "The Planter" has fought their battles for good roads, for farm safety, for farm home improvement, for sound scientific farming. They have green acres and fat pocketbooks to show the results.

This reader confidence is a priceless "plus" for advertisers. They believe . . . and they buy. Statistics to prove it are available at any of the offices listed below. Ask for them. See why penetration in this cream-rich market makes it a "must" to

Put The "Planter" In Your Plans



Southern Planter Bldg., Richmond 9, Va.

155 E. 44th St., New York 17

333 N. Michigan Ave., Chicago 1

Serving the Top Farmers at the Top of the South

THE SOUTHERN PLANTER

America's Oldest Farm Paper—Established 1840

More farm families in this area read *The Southern Planter* than any other farm paper.

Readers' Service Can Furnish These Reprints

PLEASE SEND REMITTANCE with order to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N.Y. Reprints may be ordered by number.

NEW REPRINTS

272—Ten Commandments for Salesmen, by Jack W. Thompson. (Price 5c)

271—Buyers I Dislike! by Ray B. Helser. (Price 5c)

270—Canco Now Trains with Seminars for Salesmen, by John H. Caldwell. (Price 10c)

269—Don't Be a Half Failure! by Philip Salisbury and Arthur A. Hood. (Price 10c)

268—It's Good Management to Keep Tabs on Your Competition, by Richard C. Christian. (Price 10c)

267—20 Ways to Show Salesmen You're the Man to Be Their Boss, by William J. Tobin. (Price 10c)

MISCELLANEOUS REPRINTS

The following miscellaneous reprints are also available, until present limited stocks are exhausted. (Price is indicated.)

The Three Biggest "Problem Areas" in Sales Management, by J. O. Vance. (Price 10c)

Centaur Finds a Short Cut for Handling Salesmen's Expenses, by R. E. Gray. (Price 10c)

Key Questions to Ask Salesmen When You Revamp Territories, by B. M. Austin. (Price 10c)

Industrial Section — Survey of Buying Power — May 10, 1952. SM Data on Industrial Potentials in 19 Industries. (Price \$2.00)

How Other Subscribers Use the Survey. (Reprinted from May 10, 1952 Survey of Buying Power). (Price 25c)

The Survey of Buying Power Versus the Census of Population, by Jay M. Gould. (Price 10c)

How Good Is the SALES MANAGEMENT Survey of Buying Power? by Jay M. Gould. (Price 10c)

Do You Treat Canada as Just Another Export Market? (Price 10c)

SHOP TALK—When the Call-Report Says "No Sale," by A. R. Hahn. (Price 5c)

P-o-P Cooperative Program Pays Off for Soft Drinks. (Price 10c)

A Second Look at Last Summer's Boom in Air Conditioner Sales, by P. Bernard Nortman. (Price 10c)

Does Increased Promotion Pay Off When General Business Is Receding? by Philip Salisbury. (Price 10c)

To Charge or Not to Charge for Sales Promotion Materials? (Price 5c)

The Story Behind Dow's 3-Step Promotion for "Hidden" Products. (Price 10c)

SALES MANAGEMENT

Picture story of WKY-TV

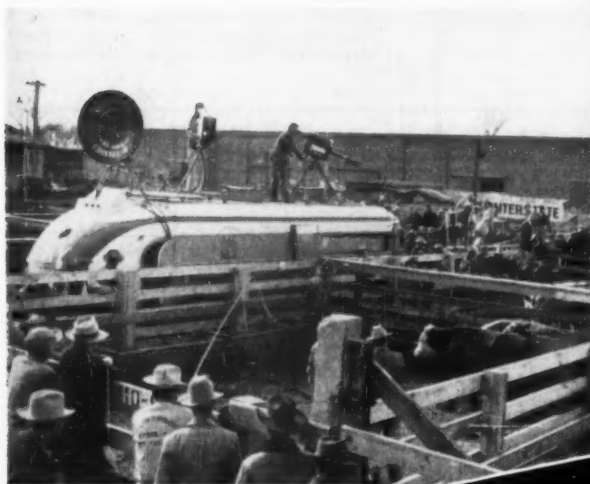
OKLAHOMA CITY



PICTURE the warmth and friendliness of a station that greets its visitors with an attractive reception room like this one at WKY-TV, above.



PICTURE the effectiveness of telecasts like the "Cook's Book" with Sibyl Johnson, produced in a roomy, modern, well-equipped studio like this.



PICTURE the tremendous audience loyalty earned by WKY-TV thru the use of the big mobile unit, shown above, as it makes possible a farm telecast direct from stockyards.

PICTURE YOUR TELEVISION ADVERTISING REAPING THE SALES BENEFITS THAT COME FROM AUDIENCE LOYALTY TO OKLAHOMA'S FIRST, FINEST AND MOST WATCHED TELEVISION STATION! NOW SERVING OVER 207,000 TV HOMES.

WKY-TV

CHANNEL 4 • OKLAHOMA CITY

Affiliated With
THE OKLAHOMA PUBLISHING CO.
WKY Radio • The Daily Oklahoman
Oklahoma City Times
The Farmer-Stockman

Represented by KATZ AGENCY

High Spot Cities

Retail Sales Forecast for June, 1953

Retail sales in June will probably total \$14.8 billion, or about 7% above last year's level, due in part to the presence this June of an additional selling day over last June. The retail boomlet which began last fall is thus continuing with little sign of any let-up as yet.

Auto sales still constitute the spark-plug of the entire retailing picture, with car sales for the first four months of 1953 more than 25% above last year's level, while all other major components of retail sales are showing gains of much smaller magnitudes. Thus, the furniture and appliance group is running about 9% over last year, followed by gasoline service stations and apparel at 7%.

General merchandise sales are running about 6% ahead of last year, while liquor, food, and drugs are up about 4%. The lumber, building materials and hardware group trails behind with only negligible gains over last year.

Among those states reporting better-than-average performance for this June as opposed to June of 1952, are: Arizona, California, Florida, Kentucky, Louisiana, Michigan, New Jersey, and Virginia.

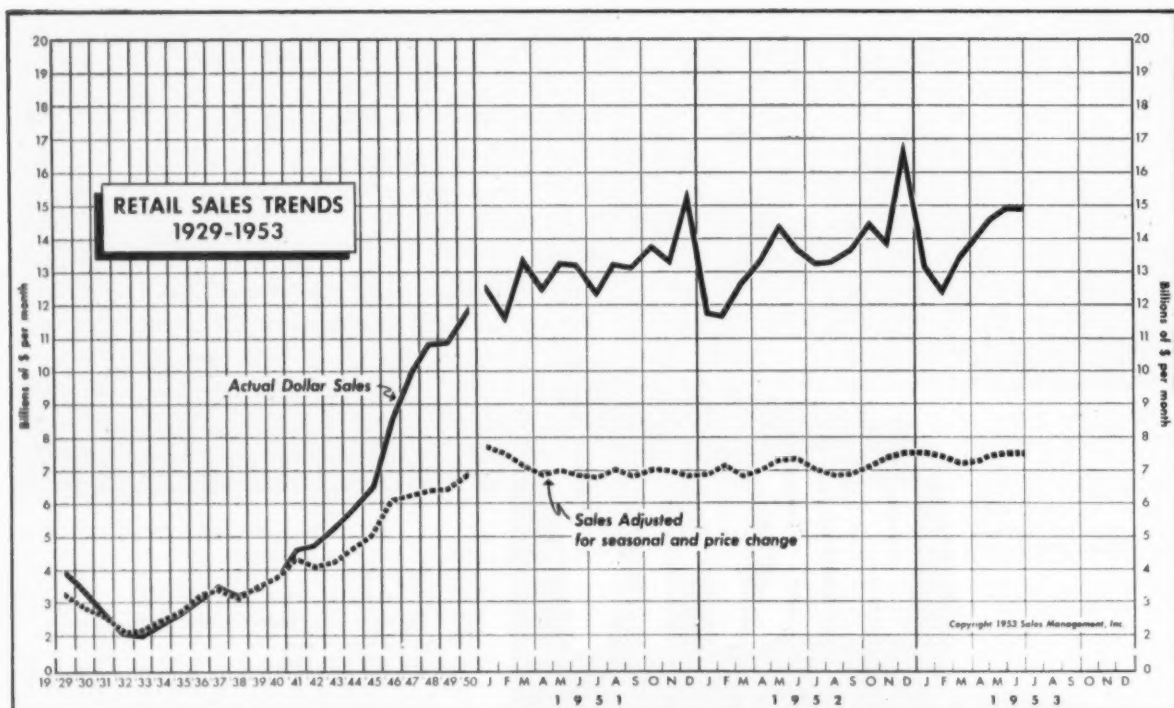
The leading cities, those with a city-national index well above average, are: Paducah, Ky., 123.5; Tucson, Ariz., 113.8; Albuquerque, N.M., 113.3; Jackson, Mich., 112.8; Riverside, Cal., 112.1; Lansing,

Mich., 111.3; York, Pa., 111.2; El Paso, Texas, 110.6; Portland, Maine, 110.3; Los Angeles, Cal., 109.9; Royal Oak-Ferndale, Mich., 109.9; San Bernardino, Cal., 109.7; Salem, Ore., 109.3; Long Beach, Cal., 109.3; Flint, Mich., 109.0; Bloomington, Ill., 108.9; Pontiac, Mich., 108.7; Orlando, Fla., 108.7; Pasadena, Cal., 108.6; Evansville, Ind., 108.4; Hempstead Township, N.Y., 108.3; Portsmouth, Va., 108.0; Fort Wayne, Ind., 107.6; Muskegon, Mich., 107.4; Jacksonville, Fla., 107.3.

Sales Management's Research Department, with the aid of Market Statistics, Inc., maintains running charts on the business progress of more than 200 of the leading market centers of the country. Monthly data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar annual estimates of retail sales as published in SM's *Survey of Buying Power*.

Three Index Figures Are Given the first being "City Index—1953 vs. 1939." This figure ties back directly to the official 1939 Census and is valuable for



Retail sales in June will total \$14.8 billion, reflecting a 7% gain over June, 1952. This volume of sales in terms of 1935-1939 dollars amounts to \$7.6 billion when adjusted as shown above. The break

between 1950 and 1951 reflects a change in the Department of Commerce definition of retail sales to include sales of outlets going out of business during the year.

gauging the long-term change in a market. It is expressed as a *ratio*. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1939 month. In Canada the year of comparison is 1941, the most recent year of official sales Census results.

The second figure, "City Index, 1953 vs. 1952," is similar to the first except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today as compared with last year.

The third column, "City-National Index, 1953 vs. 1952" relates the city's change to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more than that of the nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the nation.

The Dollar Figure, "\$ Millions," gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily *projections* of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

The index and dollar figures, studied together will provide valuable information on both rate of growth and actual size of a city market.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

Suggested Uses for This Data include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

A Pre-Release Service Is Available. SM will mail, 10 days in advance of publication, a mimeographed list giving estimates of retail sales in dollar and index form for the 200-odd cities. The price is \$1.00 per year.

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1952 which equals or exceeds the national change.

RETAIL SALES FORECAST (S.M. Forecast for June, 1953)

City	City	Nat'l.	
Index	Index	Index	\$
1953	1953	1953	(Million)
vs.	vs.	vs.	June
1939	1952	1952	1953

UNITED STATES

414.2 107.0 100.0 14782.00

JUNE 1, 1953

June retail sales targets for Advertisers in **parade** \$1,885,490,000

CITY	RETAIL SALES • RETAIL SALES		CITY INDEX
	June 1953 Estimated <i>by Sales Management</i>	June 1939 <i>by Sales Management</i>	June 1939 = 100
☆ AKRON (Beacon Journal)	\$ 35,940,000	\$ 9,230,000	389.4
☆ ALBUQUERQUE (Journal)	14,790,000	1,980,000	848.0
☆ BOSTON (Post)	101,720,000	41,720,000	243.8
☆ BRIDGEPORT (Post)	22,800,000	6,260,000	364.2
☆ CHICAGO (Sun-Times)	446,170,000	128,880,000	346.2
☆ COLUMBUS, GA. (Ledger-Enquirer)	10,140,000	2,020,000	502.0
☆ COLUMBUS, O. (Citizen)	44,220,000	13,550,000	326.3
☆ CORPUS CHRISTI (Callier-Times)	16,550,000	2,710,000	610.7
☆ DENVER (Rocky Mountain News)	54,310,000	15,140,000	358.7
☆ DETROIT (Free Press)	238,140,000	56,630,000	420.5
☆ EL PASO (Times)	17,650,000	3,330,000	530.0
☆ ERIE (Dispatch)	16,950,000	4,110,000	412.4
☆ FORT WAYNE (Journal-Gazette)	18,570,000	4,780,000	388.5
☆ GREENVILLE, S. C. (News)	9,660,000	2,220,000	435.1
☆ HARRISBURG (Patriot-News)	15,990,000	4,280,000	373.6
☆ HARTFORD (Courant)	32,780,000	9,240,000	354.8
☆ INDIANAPOLIS (Times)	61,750,000	16,050,000	384.7
☆ LITTLE ROCK (Arkansas Gazette)	14,980,000	3,490,000	429.2
☆ LONG BEACH, CALIF. (Press-Telegram)	33,230,000	7,300,000	455.2
☆ MACON (Telegraph & News)	7,900,000	2,140,000	369.2
☆ MADISON (Wisconsin State-Journal)	11,360,000	3,770,000	301.3
☆ NEWARK (Star-Ledger)	63,210,000	21,220,000	297.9
☆ NEW BEDFORD (Standard-Times)	9,600,000	3,470,000	276.7
☆ NORFOLK (Virginian-Pilot)	24,110,000	5,410,000	445.7
☆ OAKLAND (Tribune)	52,040,000	15,390,000	338.1
☆ PEORIA (Journal-Star)	15,400,000	5,200,000	296.2
☆ PORTLAND, MAINE (Telegram)	10,770,000	3,910,000	275.4
☆ QUEENS, N. Y. (Long Island Press)	123,190,000	36,950,000	333.4
☆ ROANOKE, VA. (Times)	12,660,000	3,080,000	411.0
☆ ST. LOUIS (Post-Dispatch)	96,400,000	30,110,000	320.2
☆ SAN DIEGO (Union)	41,300,000	8,130,000	508.0
☆ SCRANTON (Scrantonian)	12,960,000	4,790,000	270.6
☆ SYRACUSE (Herald-American)	27,290,000	9,020,000	302.5
☆ WASHINGTON (Post)	120,660,000	34,270,000	352.1
☆ WICHITA (Eagle)	26,010,000	4,530,000	574.2
☆ YOUNGSTOWN (Vindicator)	22,290,000	6,790,000	328.3

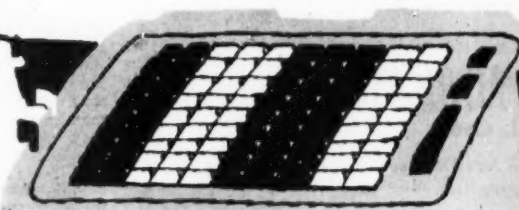
☆ Exclusive PARADE markets—served by no other syndicated Sunday magazine.

Total PARADE market retail sales \$1,885,490,000

Parade is the Sunday magazine section of the 36 newspapers in 36 major markets listed above. Parade reaches more than half of all families in these cities and at least one in five in 1,600 outlying areas. Repeated surveys show Parade is America's best read magazine . . . and gives advertisers twice as many readers per dollar as any of the big three weekday magazines.

Parade, the Sunday Picture
Magazine with 13,000,000
constant readers

parade



It's So Different!

The "big city" complex keeps many companies from selling their full quota. New York, Boston and others provide big sales totals but at big "ad" costs.

In Middletown it's so different. Family income averages \$7,553 in the city, \$6,631 throughout the Greater Middletown market (Middlesex County).

With that kind of money they can, and do live well. Retail sales average \$4,524 across the entire market—\$940 above the national average.

"You Always Get More In Middletown."

This market of 70,600 people can only be thoroughly sold through the Middletown Press. No combination of papers coming into this territory matches its coverage. With the Press, you always get more.



★ Year After Year ★

Stamford has been rated as a preferred High Spot City.

Year After Year

Stamford advertisers always get bigger returns for their money.

Year After Year

Stamford families have the highest income of all Connecticut cities over 50,000 population.

Family Income

Stamford	Connecticut	U. S. A.
\$8,282	\$6,833	\$5,086

Year After Year

The Stamford Advocate is the one sure way to make your advertising pay off — Year After Year.

STAMFORD ADVOCATE

Stamford, Conn.

Represented by The Julius Mathews Special Agency, Inc.

High Spot Cities

RETAIL SALES FORECAST (S.M. Forecast for June, 1953)

City Index	City Index	City Index	\$ (Million)
1953	1953	1953	June
vs. 1939	vs. 1952	vs. 1952	1953

Alabama

Birmingham ..	414.6	102.7	96.0	35.32
Gadsden	450.9	106.7	99.7	4.78
★ Mobile	469.1	107.0	100.0	12.29
Montgomery ..	366.9	102.0	95.3	9.65

Arizona

★ Phoenix	613.2	110.3	103.1	25.02
★ Tucson	657.7	121.8	113.8	13.22

Arkansas

Fort Smith ...	432.8	106.4	99.4	5.80
★ Little Rock ..	429.2	109.0	101.9	14.98

California

Bakersfield ...	423.6	106.5	99.5	12.58
Berkeley	308.6	105.6	98.7	9.01
Fresno	467.2	99.7	93.2	21.21
★ Long Beach ..	455.2	117.0	109.3	33.23
★ Los Angeles ..	380.2	117.6	109.9	253.20
★ Oakland	338.1	100.6	94.0	52.04
★ Pasadena	405.7	116.2	108.6	19.07
★ Riverside	491.9	119.9	112.1	7.28
★ Sacramento ...	360.6	107.3	100.3	24.27
★ San Bernardino	475.2	117.4	109.7	10.93
★ San Diego ...	508.0	113.2	105.8	41.30
San Francisco ..	302.6	101.9	95.2	98.65
San Jose	403.3	106.3	99.3	15.85
★ Santa Barbara	357.1	114.4	106.9	7.07
Stockton	411.7	106.4	99.4	13.01
Ventura	437.6	101.0	94.4	4.07

Colorado

Colorado Springs	353.6	100.5	93.9	6.33
Denver	358.7	105.4	98.1	54.31
★ Pueblo	384.5	108.5	101.4	7.46

Connecticut

★ Bridgeport, ...	364.2	108.4	101.3	22.80
★ Hartford	354.8	109.4	102.2	32.78
Middletown ...	237.6	102.7	96.0	2.40
New Haven ...	288.8	103.5	96.7	21.46
★ Stamford	409.1	109.7	102.5	9.45
Waterbury	312.9	106.9	99.9	11.61

Delaware

Wilmington ..	361.7	106.6	99.6	20.00
---------------	-------	-------	------	-------

RETAIL SALES FORECAST (S.M. Forecast for June, 1953)

City Index	City Index	City Index	\$ (Million)
1953	1953	1953	June
vs. 1939	vs. 1952	vs. 1952	1953

District of Columbia

Washington ..	352.1	98.8	92.3	120.66
---------------	-------	------	------	--------

Florida

★ Jacksonville ..	422.5	112.0	104.7	26.62
★ Miami	501.8	114.8	107.3	44.06
★ Orlando	481.3	116.3	108.7	10.78
★ Pensacola ...	415.3	114.3	106.8	5.98
★ St. Petersburg	479.1	113.1	105.7	13.27
★ Tampa	459.7	114.2	106.7	18.02

Georgia

★ Atlanta	371.9	107.1	100.1	54.52
★ Augusta	480.8	110.0	102.8	10.29
Columbus ...	502.0	103.4	96.8	10.14
Macon	369.2	98.5	92.1	7.90
★ Savannah	369.7	110.2	103.0	10.87

Hawaii

Honolulu	367.1	106.8	99.8	25.00
---------------	-------	-------	------	-------

Idaho

Boise	339.4	105.1	98.2	6.38
-------------	-------	-------	------	------

Illinois

★ Bloomington ..	361.3	116.5	108.9	6.07
Champaign-Urbana	367.0	101.2	94.6	7.78
★ Chicago	346.2	109.6	102.4	446.17
Danville	343.8	103.9	97.1	5.50
Decatur	346.9	104.1	97.3	9.47
East St. Louis ..	379.1	102.3	95.6	8.53
Moline-Rock Island-E. Moline ..	382.1	105.8	98.9	12.19
Peoria	296.2	100.8	94.2	15.40
★ Rockford	414.7	111.4	104.1	15.47
★ Springfield ...	342.1	108.9	101.8	11.94

ABC Says Paducah City Zone 52,016!

The Audit Bureau of Circulations on Feb. 11 credited Paducah with a city zone population of 52,016, retroactive to Oct. 1, 1952.

Previous figure was 36,327.

Since a billion-dollar atomic energy plant was started in 1951, the Paducah market has grown in every way. Put it on your 50,000 "national" list.

The Paducah Sun-Democrat

29,513 Paducah, Ky. R.O.P. ABC Color

Burke, Kuipers & Mahoney

Cold Statistics Make Warm Sales

See for yourself that family for family the Pittsfield Metropolitan County Area is the most responsive mass-market in the State.

	Retail Sales Per Family	Retail Sales Per Capita
Pittsfield	\$4,816	\$1,406
Berkshire Co.	\$3,876	\$1,152
Massachusetts	\$3,778	\$1,089
U.S.A.	\$3,584	\$1,041

The Berkshire Eagle's coverage—100% of city zone, 70% of metropolitan county area—assures your advertising a big sales response in this prosperous market of 134,200 consumers.

THE BERKSHIRE EAGLE

PITTSFIELD, MASS.

Represented by
The Julius Mathews Special Agency, Inc.

Are You Sure It's Sales You Want?

BIDDEFORD-SACO

In this highly industrialized area* where family income averages \$5,586 or \$961 higher than the State, you can really sell if you want to.

Employment is secure — high wages are certain and the people are accustomed to being able to buy what they need and want.

The Biddeford Journal, read in 95% of the homes, is your best introduction to a big sales program. It's your best buy in Maine.

*More "Value added by Manufacture" in York County than any other Maine County. 1953 Survey of Buying Power.

THE BIDDEFORD JOURNAL

BIDDEFORD, MAINE

Represented by
The Julius Mathews Special Agency, Inc.

RETAIL SALES FORECAST (S.M. Forecast for June, 1953)

	City Index 1953	City Index 1952	Nat'l. Index 1953	City Index 1952	\$ (Million) June 1953
	vs.	vs.	vs.		
1939	1952	1952	1953		

Indiana

★ Evansville	423.9	116.0	108.4	16.32
★ Fort Wayne	388.5	115.1	107.6	18.57
★ Gary	440.5	110.7	103.5	16.21
★ Indianapolis	384.7	109.7	102.5	61.75
★ Muncie	370.5	109.6	102.4	7.41
South Bend	476.7	100.9	94.3	19.45
Terre Haute	292.0	100.7	94.1	8.38

Iowa

Cedar Rapids	331.2	106.0	99.1	9.34
★ Davenport	339.0	108.3	101.2	9.90
★ Des Moines	337.7	109.4	102.2	23.64
★ Sioux City	262.3	96.8	90.5	8.76
Waterloo	340.5	102.5	95.8	8.24

Kansas

Hutchinson	336.2	104.5	97.7	4.64
★ Kansas City	376.6	107.5	100.5	11.26
★ Topeka	332.0	108.5	101.4	8.93
★ Wichita	574.2	113.3	105.9	26.01

Kentucky

★ Lexington	313.1	107.3	100.3	8.83
★ Louisville	389.1	107.4	100.4	43.39
★ Paducah	575.2	132.1	123.5	7.19

Louisiana

★ Baton Rouge	560.3	114.1	106.6	13.28
★ New Orleans	404.9	107.3	100.3	53.32
★ Shreveport	418.5	109.9	102.7	16.74

Maine

Bangor	278.6	102.9	96.2	4.82
★ Lewiston-Auburn	266.8	109.8	102.6	5.79
★ Portland	275.4	118.0	110.3	10.77

Maryland

★ Baltimore	339.2	110.7	103.5	109.71
Cumberland	274.7	103.9	97.1	5.00

Massachusetts

Boston	243.8	105.1	98.2	101.72
★ Fall River	271.0	109.0	101.9	9.35
Holyoke	306.5	106.6	99.6	5.70
Lawrence	264.3	105.7	98.8	8.06
Lowell	349.4	104.4	97.6	9.19
Lynn	262.0	105.8	98.9	9.25
★ New Bedford	276.7	107.9	100.8	9.60
Pittsfield	284.5	106.0	99.1	5.89
Salem	339.9	106.1	99.2	5.71
★ Springfield	284.7	111.8	104.5	10.30
★ Worcester	324.1	111.9	104.6	25.60

PORTLAND, MAINE

Act Now For The Big

Summer Pay-Off

For the next four months a vast army of summer vacationists will add many millions of extra dollars to Maine's sales of branded products.

They'll be moving in bag and baggage . . . planning to buy the needed supplies — food, sports' equipment, film and hundreds of other things—*when they reach Maine's largest market—PORTLAND.*

You must act quickly to get your share of this extra business.

The **Portland** newspapers, with the largest circulation north of Boston, enable you to reach a much larger area (five counties) where you get more sales and in a market relatively untouched by any other circulation. It's the ideal way to sell your product to these big-spending summer vacationists. It's their home newspaper while they relax and enjoy Maine's hospitality.

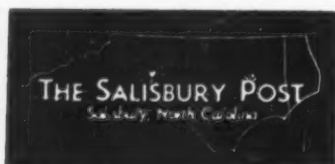
PRESS HERALD EVENING EXPRESS SUNDAY TELEGRAM

Get the Facts from
Julius Mathews Special
Agency

New York Boston Philadelphia
Pittsburgh Detroit Syracuse

NO OTHER MEDIUM SELLS SALISBURY- ROWAN

If you want to reach nearly everybody in Salisbury-Rowan, you must use the POST. All of the outside metropolitan papers combined can't do it. Only the POST sells all of this wonder market.



WARD-GRIFFITH COMPANY
Representatives

High Spot Cities

RETAIL SALES FORECAST (S.M. Forecast for June, 1953)

City	City	City	
Index	Index	Index	\$
1953	1953	1953	(Million)
vs.	vs.	vs.	June
1939	1952	1952	1953

Michigan

★ Battle Creek .	423.1	108.2	101.1	8.80
★ Bay City	421.1	110.7	103.5	7.79
★ Detroit	420.5	109.6	102.4	238.14

RETAIL SALES FORECAST (S.M. Forecast for June, 1953)

City	City	City	
Index	Index	Index	\$
1953	1953	1953	(Million)
vs.	vs.	vs.	June
1939	1952	1952	1953

Michigan (cont.)

★ Flint	400.2	116.6	109.0	24.45
★ Grand Rapids .	377.9	110.4	103.2	25.96
★ Jackson	401.7	120.7	112.8	9.56
★ Kalamazoo	378.1	110.0	102.8	11.57
★ Lansing	491.2	119.1	111.3	19.45
★ Muskegon	410.0	114.9	107.4	8.20
★ Pontiac	408.0	116.3	108.7	10.77
★ Royal Oak- Ferndale ...	558.4	117.6	109.9	10.33
★ Saginaw	378.7	110.4	103.2	11.55

Minnesota

Duluth	269.2	103.1	96.4	11.01
Minneapolis ..	298.3	103.5	96.7	68.38
St. Paul	265.9	104.5	97.7	37.94

Mississippi

Jackson	468.0	104.1	97.3	10.39
---------------	-------	-------	------	-------

Missouri

Kansas City ..	374.1	106.3	99.3	71.61
St. Joseph ...	266.8	97.6	91.2	6.59
★ St. Louis	320.2	108.8	101.7	96.40
Springfield ..	375.6	100.6	94.0	8.30

Montana

★ Billings	438.6	110.9	103.6	6.93
Butte	230.4	104.2	97.4	4.93
Great Falls ..	328.2	101.3	94.7	5.71

Nebraska

★ Lincoln	336.3	107.7	100.7	11.20
Omaha	345.2	101.3	94.7	31.00

Nevada

★ Reno	355.9	110.1	102.9	6.94
--------------	-------	-------	-------	------

New Hampshire

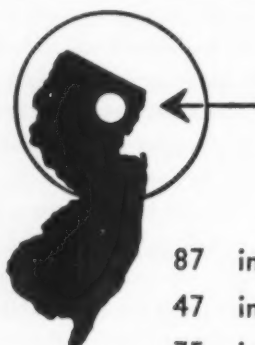
Manchester ..	296.5	104.9	98.0	8.51
Nashua	278.0	100.8	94.2	3.42

New Jersey

★ Atlantic City .	292.6	107.4	100.4	11.12
★ Camden	347.7	112.0	104.7	14.57
★ Elizabeth	333.9	107.6	100.6	12.79
★ Jersey City- Hoboken ...	267.4	109.5	102.3	26.37
★ Newark	297.9	112.1	104.8	63.21
★ Passaic- Clifton	475.7	110.0	102.8	15.27
★ Paterson	299.5	107.1	100.1	17.55
Trenton	300.4	103.6	96.8	16.70

New Mexico

★ Albuquerque .	848.0	121.2	113.3	16.79
-----------------	-------	-------	-------	-------



PASSAIC-CLIFTON

Ranking by Sales Management
Survey of Buying Power

- 87 in population
- 47 in average family income
- 75 in total buying income
- 82 in food sales
- 72 in furniture sales

Just five more reasons why national advertisers use
The Herald-News more profitably than any other
Bergen or Passaic County newspaper.

THE HERALD-NEWS OF PASSAIC-CLIFTON, N. J.

New York General Advertising Office—James J. Todd, Mgr.
45 West 45 Street, New York 36, N. Y.—Columbus 5-5528

Add the IMPACT of COLOR in ALTOONA

Add reader-pulling color, matched to your exact specifications in the Altoona Mirror every day.

Use the combination you want

Black plus 1 COLOR

or

Black plus 2 COLORS

Remember, color adds pulling power to your story, helping you sell ALL the over 33,000 daily circulation of the Mirror.

**ALTOONA, PA.'S ONLY
EVENING NEWSPAPER**

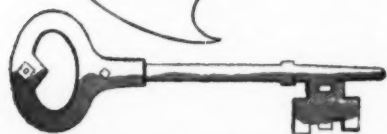
RICHARD E. BEELER
Advertising Manager

Altoona Mirror.



Only the
Globe-Times
covers
Bethlehem...

... key city of
Pennsylvania's
3rd largest
market!



The Bethlehem Globe-Times

Roland L. Adams, President
De Lisser, Inc., national representatives

RETAIL SALES FORECAST (S.M. Forecast for June, 1953)

	City Index	City Index	Nat'l. Index	\$ (Million)
	1953 vs. 1939	1953 vs. 1952	1953 vs. 1952	June 1953
New York				
★ Albany	333.0	110.6	103.4	21.48
★ Binghamton ..	298.9	107.7	100.7	10.82
★ Buffalo	339.9	111.8	104.5	72.39
★ Elmira	357.6	109.6	102.4	8.19
★ Hempstead Township	719.8	115.9	108.3	72.48
Jamestown	319.0	101.7	95.0	5.71
New York	285.2	106.3	99.3	774.81
Niagara Falls ..	341.1	105.7	98.8	10.30
★ Rochester	281.7	107.0	100.0	40.73
Rome	396.1	104.9	98.0	4.04
Schenectady ..	313.9	101.9	95.2	11.96
Syracuse	302.5	106.1	99.2	27.29
Troy	367.2	102.8	96.1	9.07
★ Utica	329.1	108.1	101.0	12.67

North Carolina

Asheville	343.2	101.2	94.6	7.55
Charlotte	492.6	105.6	98.7	19.95
★ Durham	362.3	111.1	103.8	7.68
★ Greensboro	616.5	111.5	104.2	14.61
★ Raleigh	488.5	112.0	104.7	10.60
Salisbury	298.9	102.4	95.7	2.84
Wilmington	351.2	102.8	96.1	4.39
★ Winston Salem	384.3	112.0	104.7	9.53

North Dakota

Fargo	309.8	98.1	91.7	5.39
-------------	-------	------	------	------

Ohio

★ Akron	389.4	109.8	102.6	35.94
★ Canton	342.2	107.6	100.6	15.26
★ Cincinnati ...	338.1	111.2	103.9	66.26
★ Cleveland	365.3	108.8	101.7	130.68
★ Columbus	326.3	111.8	104.5	44.22
Dayton	396.5	105.7	98.8	35.92
★ Mansfield	394.0	114.1	106.6	7.21
Springfield ...	336.0	104.4	97.6	8.77
★ Toledo	372.6	112.5	105.1	41.73
★ Warren	418.4	108.4	101.3	7.74
Youngstown ..	328.3	104.1	97.3	22.29

Oklahoma

★ Bartlesville ..	452.9	107.0	100.0	3.17
Muskogee	298.2	100.6	94.0	3.28
Oklahoma City ..	348.5	102.7	96.0	27.22
★ Tulsa	444.0	107.5	100.5	25.62

Oregon

Eugene	529.2	106.3	99.3	8.15
Portland	356.7	103.8	97.0	55.72
★ Salem	415.0	117.0	109.3	7.18

Pennsylvania

Allentown	316.2	105.8	98.9	13.09
Altoona	274.6	105.4	98.5	7.47
Bethlehem	434.6	103.7	96.9	8.04
★ Chester	375.4	111.0	103.7	8.41
★ Erie	412.4	108.3	101.2	16.95
★ Harrisburg ...	373.6	108.1	101.0	15.99
Johnstown	270.5	99.9	93.4	8.25
Lancaster	264.5	102.7	96.0	8.04

The odds are in your favor

The chances of selling more at a lower cost are very much in your favor in the Little Falls market—right now.

Income is up.

Sales are up.

Circulation is up.

A schedule in the Times reaching 75% of the entire market area of 30,000 people offers low-cost coverage and bigger profits in 1953.

Little Falls Times

Little Falls, N. Y.

Represented by
**The Julius Mathews
Special Agency, Inc.**

An A-1 Market for Every "A" Schedule



RALEIGH, North Carolina

Metropolitan Pop.: 136,450
(U. S. Census 1950)

**First City in North Carolina
in the 4th Straight Year!**

in Per Family Income . . .

\$6182

(SM 5/10/53)

**The Raleigh
News and Observer**
MORNING & SUNDAY
Raleigh, North Carolina

The ONLY Morning-and-Sunday Newspaper published in the 33 county Golden Belt.

115,926 Morning—124,080 Sunday

(Publisher's Statement to ABC 3/31/53)

Rep: The Branham Company



"Localnews
dailies our
business
partners" . . .

Always Get Results

"We folks down at Oakite have been using local-news dailies for a quarter of a century and, as I have often said, we Oakiters practically regard local newspapers as business partners of ours. Over these many years we have spent millions of dollars with localnews dailies because of the traceable results which you can always get from these newspapers. We are continuing now with them in connection with our new improved Oakite campaign."

Frank A. Conolly

Frank A. Conolly
Manager, Package Division



"LOCALNEWS DAILIES—basic advertising medium"

The Julius Mathews Special Agency, Inc.

NEWSPAPER REPRESENTATIVES

NEW YORK • DETROIT • CHICAGO • BOSTON
PHILADELPHIA • PITTSBURGH • SYRACUSE

RETAIL SALES FORECAST (S.M. Forecast for June, 1953)

City	City	City	
Index	Index	Index	\$
1953	1953	1953	(Million)
vs.	vs.	vs.	June
1939	1952	1952	1953

Pennsylvania (cont.)

★ Norristown . . .	340.3	113.7	106.3	4.90
★ Oil City	266.3	107.1	100.1	2.21
★ Philadelphia . .	322.2	107.9	100.8	210.11
Pittsburgh . . .	372.1	100.8	94.2	106.79
★ Reading	304.9	107.1	100.1	14.21
Scranton	270.6	105.3	98.4	12.96
Wilkes-Barre . .	262.3	101.0	94.4	9.26
★ York	300.0	119.0	111.2	7.62

Rhode Island

Providence . . .	284.8	105.6	98.7	31.93
Woonsocket . .	264.6	99.0	92.5	4.34

South Carolina

★ Charleston . . .	384.7	108.9	101.8	9.54
★ Columbia . . .	485.2	111.2	103.9	13.73
Greenville . . .	435.1	106.5	99.5	9.66
Spartanburg . .	497.5	100.0	93.5	7.86

South Dakota

Aberdeen	488.9	100.8	94.2	3.96
Sioux Falls . .	323.7	98.4	92.0	6.41

Tennessee

★ Chattanooga . .	380.0	111.5	104.2	18.09
★ Knoxville . . .	369.6	108.4	101.3	16.56
Memphis	387.3	105.9	99.0	44.66
Nashville	381.6	103.8	97.0	26.10

Texas

Amarillo	571.1	101.4	94.8	12.85
Austin	415.0	104.3	97.5	14.11
Beaumont	483.7	104.0	97.2	12.43
★ Corpus Christi	610.7	113.1	105.7	16.55
★ Dallas	499.5	114.1	106.6	73.48
★ El Paso	530.0	118.3	110.6	17.65
Fort Worth . . .	535.9	105.6	98.7	42.39
Galveston	349.8	101.4	94.8	7.38
★ Houston	504.5	109.1	102.0	83.29
★ Lubbock	779.3	110.0	102.8	18.95
San Antonio . .	487.9	105.4	98.5	42.74
★ Waco	511.9	108.1	101.0	10.75
Wichita Falls . .	439.0	106.3	99.3	8.78

Utah

Ogden	389.8	106.8	99.8	6.47
★ Salt Lake City	351.0	111.1	103.8	22.64

Vermont

Burlington . . .	293.8	105.9	99.0	4.23
Rutland	257.1	103.8	97.0	2.52

Virginia

★ Lynchburg . . .	317.7	110.2	103.0	5.75
★ Newport News .	511.8	108.1	101.0	8.24
★ Norfolk	445.7	103.0	100.9	24.11
★ Portsmouth . .	536.4	115.6	108.0	7.51
★ Richmond . . .	319.8	108.5	101.4	29.45
Roanoke	411.0	105.4	98.5	12.66

Washington

★ Seattle	358.3	110.4	103.2	63.56
Spokane	330.1	104.2	97.4	18.42
Tacoma	350.5	106.9	99.9	16.44
Yakima	328.4	102.7	96.0	6.37

SALES MANAGEMENT

NORRISTOWN Pa

- MOST IMPORTANT SEGMENT OF THE GREATER PHILADELPHIA AREA!
- NEW HOMES—NEW INDUSTRIES — SCHOOLS AND STORES SCHEDULED FOR 1953!
- \$81,617,000 SPENDABLE INCOME* IN THE TRI-BORO NORRISTOWN AREA!
- BETTER THAN 100% HOME COVERAGE CAN BE YOURS IN THIS RICH AREA!

The Newspaper on the INSIDE Is the Only One That Will Really SELL for You!

Times Herald
NORRISTOWN, Pa.

*SRDS Consumer Income Data

Represented Nationally By
The Julius Mathews Special Agency

1st with
TELEVISION
IN CENTRAL WISCONSIN
June 21 is
"target date"
for TV

\$425
MILLION

is the
8 county
retail sales
target.

"Shoot the works" with

WKOW-TV

MADISON, WIS.

Represented nationally by
HEADLEY-REED TV

RETAIL SALES FORECAST (S.M. Forecast for June, 1953)

City Index	City Index	City Nat'l. Index	\$ (Million)
1953	1953	1953	June
vs.	vs.	vs.	1953
1939	1952	1952	

West Virginia

Charleston ...	364.3	104.6	97.8	13.59
Huntington ..	359.6	104.0	97.2	9.53
Wheeling	301.8	101.7	95.0	8.18

Wisconsin

Appleton	350.0	103.5	96.7	4.76
Green Bay ...	308.4	106.9	99.9	6.94
★ Madison	301.3	108.5	101.4	11.36
★ Milwaukee ...	350.8	111.0	103.7	86.01
Racine	353.8	105.3	98.4	8.74
Sheboygan	292.3	105.9	99.0	4.53
Superior	275.2	102.0	95.3	3.44

Wyoming

★ Casper	578.8	113.5	106.1	5.73
Cheyenne	411.1	103.9	97.1	4.81

RETAIL SALES FORECAST (S.M. Forecast for June, 1953)

City Index	City Index	City Nat'l. Index	\$ (Million)
1953	1953	1953	June
vs.	vs.	vs.	1953
1941	1952	1952	

CANADA

358.5	107.0	100.0	1057.30
-------	-------	-------	---------

Alberta

★ Calgary	586.9	120.5	112.6	26.06
★ Edmonton ...	591.0	116.1	108.5	24.23

British Columbia

Vancouver ...	462.1	102.7	96.0	57.49
Victoria	443.5	102.8	96.1	13.97

Manitoba

Winnipeg	405.7	103.5	96.7	47.47
---------------	-------	-------	------	-------

New Brunswick

Saint John ...	255.2	105.8	98.9	5.41
----------------	-------	-------	------	------

Nova Scotia

Halifax	329.0	99.7	93.2	14.41
---------------	-------	------	------	-------

Ontario

Hamilton	344.7	99.8	93.3	25.68
London	327.5	100.6	94.0	11.20
★ Ottawa	323.8	114.5	107.0	22.60
★ Toronto	360.5	111.7	104.4	123.48
★ Windsor	300.7	109.0	101.9	13.83

Quebec

Montreal	338.1	104.5	97.7	114.25
Quebec	364.6	102.4	95.7	19.76

Saskatchewan

★ Regina	446.5	114.2	106.7	14.51
----------------	-------	-------	-------	-------

THE FACT IS . . .

. . . that Woonsocket families outspend the Rhode Island average in all four S.M. retail sales categories. So, when you want above - average sales, isn't it common sense to advertise to the folks who do the above-average spending? Reach this 101,000 market now through Woonsocket's one-and-only local daily, the—

**WOONSOCKET
CALL**

Representatives: Gilman, Nicoll & Ruthman
Affiliated: WWON, WWON-FM
COVERS RHODE ISLAND'S
PLUS MARKET

Are You Coming To Newport This Summer?

Newport County, R.I., which leads all counties in the State with a family income of \$6,341 compared to an average of \$5,130 for all others also leads in family food sales with \$1,304 compared to an average of \$943 for the others.

You can sell this high-income—top-spending market through Newport County's only daily.

The Newport Daily News

Represented by The Julius Mathews
Special Agency, Inc.

Have you seen:

Sales Manager's

Bird Cage

Turn to page 61

Claude Hopkins

Might Have Answers To Your Advertising Problems

As few men have before or since, Claude Hopkins knew the answers to advertising problems.

One of the highest-paid writers in all advertising history, 30 years ago he summed up the fruits of years of copy testing in a small, long-out-of-print book titled, "SCIENTIFIC ADVERTISING." Amazingly, these money-making ideas of his were all but forgotten during the years this work was not available. Famed researcher Alfred Politz, who re-discovered the book says, "Hopkins knew then what we are only beginning to re-learn today."

Now this small masterpiece has been re-issued as a service to all Advertising. It is priced at only \$2.00 per copy. Anyone who plans, writes or pays for advertising will find its reading enjoyable and may well find relief from many doubts that trouble him.

Discount prices on orders: 5 to 9 copies, 10% off . . . 10 to 24 copies, 15% off . . . 24 to 49 copies, 20% off . . . 50 or more copies, 25% off.

Use The Convenient Coupon To Order

Moore Publishing Co., Book Division 52
48 West 38 St., New York 18, N. Y.

Send Copies

"Scientific Advertising"

@ \$2.00 ☐ Check ☐ Money Order

ADDRESS TO:

**RICH
CENTRAL
FLORIDA**

*Where the Oranges Grow
Where the Cattle Graze*

IS AN

**ISLAND
MARKET**

COVERED ONLY BY
ORLANDO SENTINEL-STAR
MORNING EVENING SUNDAY
ORLANDO, FLORIDA

Nat. Rep. BURKE, KUIPERS & MAHONEY

Worth Writing for . . .

Booklets, Surveys, Market Analyses, Promotion Pieces and Other Literature Useful to Sales Executives

Housewares Sales in Hardware Stores:

A report from *Hardware Age* on the growth and potential of the market for housewares among major hardware dealers. It was a \$460,167,000 market in 1952. Illustrated in order of their relative importance are 56 of the more profitable and popular housewares lines. The increasing profit opportunities represented by the sale of housewares through trade channels are demonstrated by graphs showing the growth of hardware sales since 1929. Write to Edwin J. Sellick, Sales Promotion Manager, *Hardware Age*, 100 E. 42nd St., New York 17, N. Y.

Columbus, O., Consumer Analysis:

Seventh comparative report compiled and published by *The Columbus Dispatch* and *The Ohio State Journal*, to provide a tested, dependable source of information about products, use, brand popularity and market trends. Members of the Consolidated Consumer Analysis, the *Dispatch* and *Journal* study is the standardized analysis as conducted in other leading markets by 17 major newspapers throughout the country. As defined by the Audit Bureau of Circulation, the Columbus City Zone market includes all of the corporate limits of Columbus plus the villages of Upper Arlington, Bexley, Grandview Heights, Marble Cliff and Hanford. The total dwelling units or family buying units in the area as of January 1, 1953, is estimated to be 124,216. The effective buying income of Metropolitan Columbus is estimated to be \$932,487,000—an average per family of \$6,071 or 23.2% above the national average. The EBI of the 12-county retail area is estimated to be \$1,359,013,000. Data in the study include: population, adults in Columbus City Zone families; age groups of men and women; number of children in family; children under 18 years of age; employ-

ment in family; employment in industrial area; effective buying income; income compared to last year; income of families in the city zone; retail sales; downtown, neighborhood and evening shopping; buying habits; brand preferences, and store distribution of food products, soaps and cleansers, drugs and toiletries, beverages, home appliances, and numbers of other products. Write to Melvin E. Tharp, Manager, Promotion Department, *The Columbus Dispatch*, Columbus 16, O.

50 Successful Store Displays:

A book which tells the success story of each of the 50 displays and merchandising ideas that were exhibited in the "Hall of Fame" at the recent Seventh Annual POPAI Symposium and Exhibit in Chicago. It is reported to be the first book of its kind to be published. Selections were not made because of the appearance of the displays, but because each one had done an outstanding job of selling in actual use in retail outlets for a national advertiser. Included is the name of the manufacturer for each display. Copies are available at \$1 each. Write to J. K. Gould, Executive Director, Point-of-purchase Advertising Institute, 16 E. 43rd St., New York 17, N. Y.

Southern Farm Family Study:

Third in a series of continuing studies made by Crossley, Inc., for *The Progressive Farmer*. It summarizes details of readership of farm and general magazines, together with studies of duplication and net audience possibility through use of various combinations of magazines. There is also information on: income, tenure, family composition and ownership of land, livestock and electrical equipment. Write to Paul Huey, Advertising Manager, *The Progressive Farmer*, 819 N. 19th St., Birmingham, Ala.

INDEX TO ADVERTISERS

Advertising Checking Bureau	37
Agency: Harris & Bond, Inc.	
Aero Mayflower Transit Company	60
Agency: Sidener & Van Riper, Inc.	
Air Express	64B
Agency: Robert W. Orr & Associates	
Air Force Times	15
Agency: Clinton D. Carr & Co.	
Altoona Mirror	115
American Decalcomania Company, Inc.	89
Agency: Fred Sider, Advertising	
American Red Ball Transit Company Inc.	75
Agency: Ruben Advertising Agency	
American Weekly	67
Agency: Cecil & Presbrey, Inc.	
Architectural Record	46-47
Army Times	15
Agency: Clinton D. Carr & Co.	
Artkraft Sign Company	66
Agency: Wendt Advertising Agency	
Aviation Age	23
Agency: Hazard Advertising Company	
Batten, Barton, Durstine & Osborn	5
Bayonne Times	79
Agency: Harvey B. Nelson Advertising	
Bethlehem Globe Times	115
Agency: Harvey B. Nelson Advertising	
Better Homes & Gardens	9
Agency: Kudner Agency, Inc.	
Bladeford Journal	113
Booth Michigan Newspapers	97
Agency: Fred M. Randall Company	
Buffalo Evening News	98
Agency: The Moss Chase Company	
Business Week	88A
Agency: Ellington & Company, Inc.	
Canton Repository	78
Agency: Richard L. Grossman, Advertising	
Capital Airlines	11
Agency: Lewis Edwin Ryan	
Cartan Travel Bureau, Inc.	119
Agency: Reincke, Meyer & Finn, Advertising	
Chicago Daily News	72B
Agency: Patton, Hagerly & Sullivan, Inc.	
Chicago Thrift-Etching Corporation	74
Agency: Lamport, Fox, Prell & Dolk, Inc.	
Chicago Tribune	4th Cover
Agency: N. W. Ayer & Son, Inc.	
Chilton Company	12-13
Agency: Aitkin-Kynett Company	
Cincinnati Times-Star	101
Agency: The Chester C. Moreland Company	
Cleveland Plain Dealer	71
Agency: Lang, Fisher & Stashower, Inc.	
Delta Airlines	99
Agency: Burke Dowling Adams, Inc.	
Des Moines Register & Tribune	83
Agency: The Buchen Company	
Detroit News	88B
Agency: W. B. Doner & Co.	
F. W. Dodge Corporation	43
Agency: Albert Frank-Guenther Law	
Eastman Kodak Company	32B
Agency: J. Walter Thompson Co.	
Elk Supply Company	90
First Three Markets Group, Inc.	45
Agency: Anderson & Cairns, Inc.	
Florida Times Union	3rd Cover
Agency: Newman, Lynde & Associates	
Flowers of Hawaii, Ltd.	104
Agency: Abbott Kimball Company of California	
Flying Tiger Lines	36
Agency: Hixon & Jorgensen Advertising Inc.	
Gardner Displays	93
Agency: W. Craig Chambers, Inc.	
James Gray, Inc.	2
Agency: Hickey, Murphy, St. George	
Greensboro News Record	56
Agency: Henry J. Kaufman & Associates	
Gulf Publishing Company	10
Agency: Brennan Advertising Agency	
Haire Publishing Company	119
Agency: Ben Sackheim, Inc.	
The Heine Company	4
Agency: Paulson-Gerlach & Associates	
The Schuyler Hopper Co.	35
House Beautiful	2nd Cover
Agency: Anderson & Cairns, Inc.	
Houston Chronicle	105
Agency: Ritchie Advertising Agency	
Industrial Equipment News	3
Agency: Laughlin, Wilson, Baxter & Persons, Inc.	
International Business Machines	95
Agency: Cecil & Presbrey, Inc.	
Little Falls Times	115
Louisville Courier-Journal & Times	17
Agency: Zimmer McClellan Advertising	
Lusteroid Container Company	68
Agency: Fred H. Ebersold, Inc.	
Julius Mathews Special Agency	116
McCall's Magazine	1
Agency: Cunningham & Walsh, Inc.	

McClatchy Newspapers	85
Agency: J. Walter Thompson Company	
Middletown Press	112
Milprint Inc.	72A
Agency: Baker, Johnson & Dickinson	
Minuteman Press	104
Agency: A. V. Grindle Advertising Agency	
Minneapolis Star & Tribune	14
Agency: Batten, Barton, Durstine & Osborn	
Moore Publishing Co.	118
Navy Times	15
Agency: Clinton D. Carr & Co.	
National Broadcasting Company	6-7
(Spot Sales)	
Agency: J. Walter Thompson Company	
Newark News	8
Newport (R.I.) News	117
New York News	5B-59
Agency: L. E. McGivena & Company	
Norristown Times Herald	117
Orvisual Company Inc.	17
Orlando Daily Newspapers	118
Agency: Robert Hammond Associates	
Parade Magazine	111
Agency: Calkins & Holden, Carlock, McClintock & Smith, Inc.	
Packaging Parade	103
Agency: The Vanden Company, Inc.	
Paducah Sun-Democrat	112
Passaic-Clifton Herald News	114
Penton Publishing Company	16
Agency: Beaumont Heller & Sperling, Inc.	
Philadelphia Evening Bulletin	20
Agency: N. W. Ayer & Son, Inc.	
Pittsfield Berkshire Evening Eagle	113
Portland Press Herald Express	113
Practical Builder	3B-39
Agency: Hal Stebbins, Inc.	
Prescott Leather Mfg. Co.	74
Agency: Lee Mandell Co.	
Raleigh News & Observer	115
Agency: George Warner Advertising	
Reeves Soundcraft	92
Agency: Dowd, Redfield & Johnstone, Inc.	
The Representatives of Electronic Products Manufacturers, Inc.	75
Agency: Burton Browne Advertising	
Reynolds Metals Company	51
Agency: Buchanan & Company, Inc.	
St. Louis Post-Dispatch	107
Agency: Gardner Advertising Company	
St. Paul Dispatch	88
Agency: Ephraim Holmgren Advertising	
Sales Management	50
Salisbury Post	114
Agency: The J. Carson Brantley Advertising Agency	
San Diego Union & Evening Tribune	76
Agency: Barnes Chase Company	
South Bend Tribune	57
Agency: Lamport Fox Prell & Dolk, Inc.	
The Southern Planter	108
Agency: Lindsey & Company	
Speed Address	119
Stamford Advocate	112
State Teachers Magazine Inc.	15
Agency: M. Glen Miller Advertising	
Steel	32A
Agency: Beaumont Heller & Sperling, Inc.	
Successful Farming	77
Agency: L. E. McGivena & Company	
Sweet's Catalog Service	54-55
Agency: The Schuyler Hopper Co.	
Tacoma News Tribune	102
Agency: The Condon Company	
Technical Service Inc.	69
Agency: Charles M. Gray & Associates	
Town Auto Rental	104
Agency: W. S. Roberts, Inc.	
U.S. News & World Report	62-63
Agency: The Caples Company	
US Printing & Lithograph Company	64A
Agency: Kammann-Mahan, Inc.	
Wall Street Journal	44
Agency: Bozell & Jacobs, Inc.	
Western-Wilcox Sales Agency	72
Western Union Telegraph Co.	79
Agency: Albert Frank-Guenther Law	
Westinghouse Radio Stations, Inc.	61
Agency: Gray & Rogers, Advertising	
David White Company	91
Agency: Klau-Van Pietersom-Dunlap, Inc.	
Wilson Jones Co.	90
Agency: Charles O. Puffer Advertising	
WKOW (Madison)	117
Agency: Madison Advertising Service	
WKY-TV	109
Agency: Lowe Runkle Company	
WMAQ (Chicago)	18-19
Agency: J. Walter Thompson Company	
WOAI (San Antonio)	87
Agency: Wyatt Advertising Agency	
Woonsocket Call	117
Agency: Gordon Schonfarber & Associates	

More Effective... More **SEL**lective

Giftwares
CROCKERY & GLASS JOURNAL

Every **HAIRE** Trade Paper
is "TOPS" in its trade

HANDBAGS
AND ACCESSORIES

COSMETICS
TOILETRIES

1170 Broadway • New York 1, N. Y.

SIP*

* SALES INCENTIVE PROGRAMS

SEE
CARTAN 54th
TRAVEL

about all-expense trips offered
as bonus awards, sales prizes
or to sales meetings.

United States • Canada • Mexico
Europe • Bermuda • Caribbean Area
5-50 day programs to your needs

CARTAN Travel Bureau, Inc.
23rd Fl. Willoughby Tower
8 South Michigan Avenue
Chicago 3 • Franklin 2-2742

FREE

**CONSTANTLY CORRECTED
MAILING LISTS**

Manufacturers, Wholesalers, Retailers.
Hotels, Colleges and many others.

ALL LISTS ON PLATES
WE CHARGE ONLY
FOR ADDRESSING

100% Accuracy Guaranteed
Catalog on Request

SPEED-ADDRESS

48-01 42nd St., Long Island City 4, N. Y.
Stillwell 4-5922

DIVISION SALES MANAGER

A major manufacturer of industrial granulated and powdered hand soaps, degreasers, cleaning compounds and detergents is seeking two capable men for the position of division sales manager in our Southern Division with headquarters in Birmingham, Ala., or vicinity; and also in our Eastern Division with headquarters in Philadelphia or the Newark area.

A record of successful past performance as a division or district sales manager or sales supervisor is a prerequisite. These unusual opportunities are the result of this company's growth and expansion program.

Basic remuneration will be salary within \$7200 to \$8500 range and expenses. Please reply in detail giving complete information concerning your qualifications and personal background.

An interview will be arranged by an executive of the company at a mutually convenient time. Address your reply to: Sales Management, Box 2960.

Sales Manager

31, employed, experienced all phases selling, training, management; specializing business services, research; seeking change. Sold national accounts; trained, supervised salesmen. Requirements: reliable company, opportunity. Box 2961.

The Scratch Pad

BY T. HARRY THOMPSON

It's nice to come into the season when you don't have to "Watch Your Hat & Overcoat."

Awile back, a news-head said: "O.K.s Braves for Milwaukee," and Frank Marshall wrote: "Dear, dear! My one-time home no longer the land of the free and the home of the Braves."

I don't know about *your* laundry, but at *mine*, the shirts seem to be ironed on a trampolin.

Geare Shift: Allan Converse has moved from Gray & Rogers, Philadelphia, to Geare-Marston, same city, as copy-chief. Taglines a note to me: "Very best from the new cog in the Geare works."

Incidentally, Allan saw a Navy truck near the Johnsville Air Base with a little arrow pointing to the left and marked: "This side for passing." An arrow on the right said: "Suey side."

Phil Sheridan says: "Many can rise to the occasion, but few know when to sit down!"

Bachelor Bill says: "If gals would get shoes to fit their feet, they wouldn't have to kick them off at every opportunity." The shoes, that is.

"If put to the pinch, an ounce of loyalty is worth a pound of cleverness."—*Elbert Hubbard*.

Orville Reed says the first evidence of common sense in any person is usually a sense-of-humor.

Impatient Customer: "I only get an hour for lunch, Miss."

Waitress (as she swishes by): "I can't discuss labor-troubles with you now."
—*Imp.*

Testimonial Dep't: In spite of its name, you don't have to be an old goat to benefit from Geritol. After an enervating bout with the flu, I took some and bounced back like a phony check.

Aside to the FCC: How's about giving Orlando, Fla., the green light on their television station, ready for business, as I understand it?

Progress Report: Five years ago, I said to a man from the Philco plant: "If an electric hair-drier can blow hot or cold at the flip of a switch, why can't room-air-conditioners?" He gave me a knowing look and I inferred that such a model was already in the blueprint stage. Now, both Philco and Mitchell air-conditioners, as this is written, are advertising this real improvement.

I wish all publications (except newspapers) would index their advertisers alphabetically for ready reference.

The automobile didn't replace the bicycle, according to Curtis News-Briefs. Unit sales are expected to go slightly beyond 2,100,000 this year. Peak year was 1948, when sales hit 2,750,000 two-wheelers.

Incidentally, there are now 39,400,000 telephones in operation in the U.S.—17½ millions more than at the end of World War II. In spite of lavish outlays for new "plant," the supply never quite catches up with the demand.

How many firms, I wonder, made their trade-names more important than their firm-names (through aggressive salesmanship), then changed the latter to agree with the former?

I can think of three as a starter: Mint Products Corp. became Life Savers, Inc. American Rolling Mill became Armco Steel Corp. American Telephone & Telegraph Co. prefers the signature, "Bell Telephone System."

One harbinger of Spring the poets never write about: The pungent smell of fresh paint.

"Political talks can be tailored to fit broadcast time," headlines a news-release from the Institute of Radio Engineers. Text tells of "a device for stretching or contracting the length of a speech without affecting voice-quality." All in favor of *contracting* speeches, political or otherwise, please say "Aye."

Dick Dickson says a wealthy London baker left these instructions in his will: "I want my six sons for pallbearers. I carried *them* so long, they should carry *me* for a change!"

Sign in a Wichita lunchroom: "As our silverware is not medicine, it should not be taken after meals!"

Marsh Pickett says there is only one place in the world where a secret is absolutely safe: An American ballot-box.

Recommended listening: The Ralph Marterie arrangement of Duke Ellington's "Caravan" on a Mercury record.

An Oscar to Graham Patterson, Wheeler McMillen, and the boys on the first appearance of *Pathfinder*, The Town Journal, as a monthly, dated April. More by-lined articles. Headlines in big, legible McGuffey's Reader type. The same hard core of grass-roots Americanism that I have long associated with this most readable magazine.

I liked this line in a TV sketch. Boy kisses girl and says: "There are more where this came from."

And now, back to my Tigrett Toys.

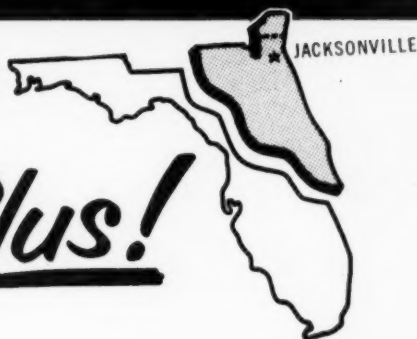
SALES MANAGEMENT

*the Navy means **BIG BUSINESS**
(\$45 million)*



OFFICIAL PHOTOGRAPH U. S. NAVY

in the market of
Jacksonville Plus!



Also growing in the market of Jacksonville **PLUS** is the number of fluorescent **TIMES-UNION** boxes, sprouting almost everywhere.

**Schedule the
Times-Union to
Pinpoint Bigger Sales!**

Chart your sales' course for **JACKSONVILLE**... industrial, financial, and distribution capital of Florida... where increasing naval installations mean big business. At Jacksonville's Naval Air Station, there's a healthy \$30,000,000 payroll for 13,000 officers and enlisted men... **PLUS** a \$15,000,000 civilian personnel payroll at the Base and nearby Cecil Field.

But that's only part of the story... you're aiming for a **BILLION** in the market of Jacksonville **PLUS**... a rich, 26-county marketing area that comprises one-third of Florida's population who make one-third of its retail sales.

And the **FLORIDA TIMES-UNION** covers this area like a battleship barrage... with 83% family coverage in Duval County (Jacksonville), over 50% in 3 counties, and over 20% in 26 counties.

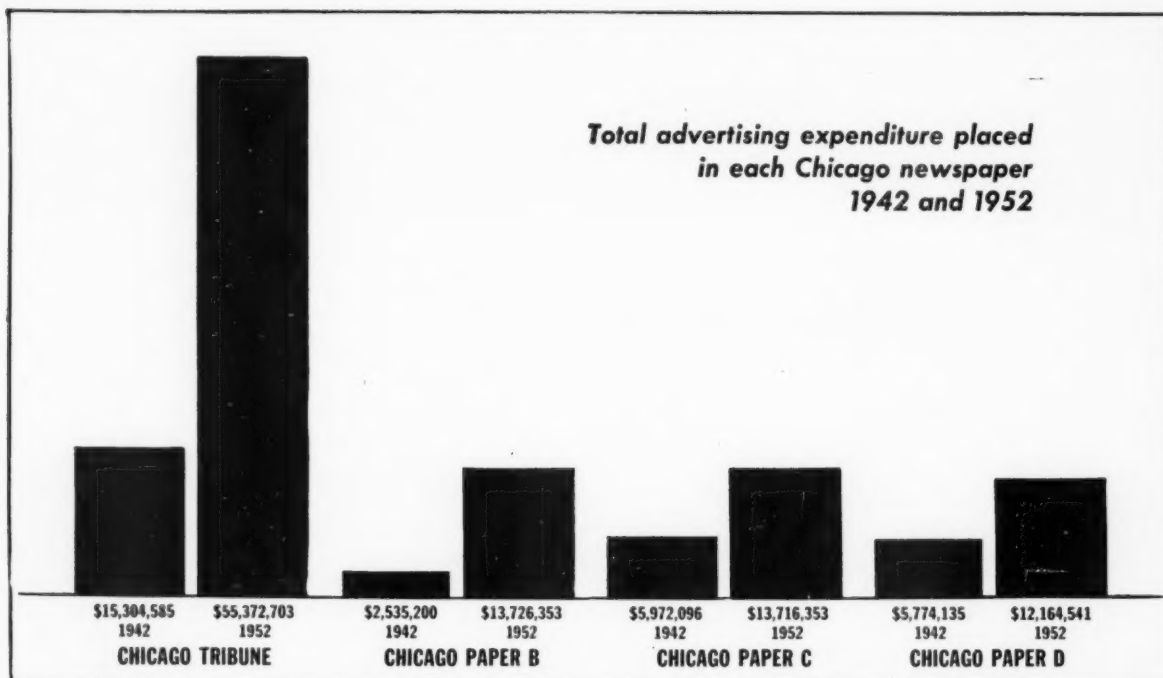
The Florida Times-Union

JACKSONVILLE, FLORIDA

Represented Nationally By **REYNOLDS FITZGERALD, Inc.**

Offices in: New York — Chicago — Syracuse — Detroit — Philadelphia — San Francisco — Seattle — Los Angeles — Atlanta

Out in front farther than ever!



Advertisers last year increased the Tribune's lead over the next Chicago newspaper to more than \$41,000,000.00—over four times as much as its lead in 1942!

THIS CHART points up some important facts which you will want to keep handy for reference when you plan your advertising. It reflects the selling power of Chicago newspapers as appraised by advertisers over the past ten years.

Advertisers last year placed more than \$55,000,000.00 in advertising in the Chicago Tribune. This was over \$40,000,000.00 more than they placed in the Tribune in 1942. Never before did advertisers make so large an investment in space in one newspaper.

In 1942 the Tribune led the second Chicago newspaper by over \$9,000,000.00. Last year advertisers increased the Tribune's lead to over \$41,000,000.00. Never before did

any newspaper receive such preference.

The Tribune's margin of leadership in 1952 is better than four times as great as the lead held by the Tribune in 1942. It makes plain the long-term experience of thousands of advertisers who invest their promotion funds where they get best returns.

The Tribune reaches the families who account for most of Chicago's retail sales—hundreds of thousands more than are reached by other Chicago newspapers.

You can get more business by taking advantage of the greater selling power of the Tribune. For help in working out a program of advertising, ask a Tribune representative.

Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

ADVERTISING SALES
REPRESENTATIVES

Chicago
A. W. Dreier
1331 Tribune Tower

New York City
E. P. Struhacker
220 E. 42nd St.

Detroit
W. E. Bates
Penobscot Bldg.

San Francisco
Fitzpatrick & Chamberlin
155 Montgomery St.

Los Angeles
Fitzpatrick & Chamberlin
1127 Wilshire Blvd.